

Montgomery County Customer Satisfaction Survey for Internal Customers - 2010

12/21/2010

CountyStat Office

CountyStat Principles

- **Require Data Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**



Agenda

- **Introduction**
- **Results for each survey question**
- **Department analysis**
 - County Attorney
 - Finance
 - General Services
 - Human Resources
 - Management and Budget
 - Public Information
 - Technology Services
- **Wrap up**



Meeting Goal

- Understand trends in satisfaction among internal customers and identify opportunities to improve customer satisfaction.



Introduction: Survey Methodology

- **The Executive Office identified twelve internal service areas that focus exclusively or to a large degree on serving County government customers.**
- **A survey was developed consisting of twelve questions designed to provide ratings of three overarching categories: overall satisfaction, Department personnel, and Department processes**
- **The Internal Customer Satisfaction Survey was delivered to 350 members of the County management team.**
 - 205 surveys were returned resulting in a response rate of 59%
 - This is a decline from previous years where the response rate was 61%
- **A four-point scale was used and an optional “not applicable” was included for those who did not have enough experience with a department or issue to answer the question.**
- **Respondents were also given an opportunity to expand upon their ratings for all twelve departments and programs in an open response section provided at the end of the survey.**



Internal Survey Questions

Overall ratings

1. **Quality of Service:** Rate your satisfaction with the overall quality of service received by the following Departments.
2. **Level of Effort:** Rate the level of effort your Department must invest to successfully utilize the Department's service(s).
3. **Success Rate:** Rate how often the following Departments successfully meet the needs and requirements of your Department.

Personnel ratings

4. **Communication:** Rate how often Department staff were able to explain and answer questions to your satisfaction.
5. **Professional Knowledge:** Rate how often you were satisfied with the professional knowledge exhibited by the Department staff.
6. **Availability:** Rate how often your first attempt to reach Department staff was successful.
7. **Responsiveness:** Rate how often you were satisfied with the responsiveness of the Department staff.
8. **Initiative:** Rate how often you were satisfied with the amount of initiative taken by Department staff in addressing your needs and requirements.

Process ratings

9. **Process:** Rate your overall satisfaction with the process(es) the Department uses to address your needs or requirements.
10. **Guidance & Assistance:** Rate your satisfaction with the guidance and assistance provided for the process(es).
11. **Timeliness:** Rate your satisfaction with the timeliness of the process(es) to satisfy your needs and requirements.
12. **Information:** Rate your satisfaction with the amount of information provided to you about the status of your request.
13. **Innovation:** Rate your satisfaction with the Department's ability to innovate in order to satisfy your needs.



Summary of Findings

- **Ratings this year were lower than last year for all questions other than Initiative, which was the same**
 - Departments that had any statistically significant declines were the Department of Finance, Department of General Services (DGS) – Building Services, Office of Human Resources, Public Information Office, and the Department of Technology Services
 - The County Attorney's Office, Department of Finance, and DGS-Building Services had statistically significant changes in their overall ratings from last year

The response rate to this year's survey was 59%.
(205 surveys were completed)



Comparison of Results by Question by Service Area

Statistically Significant Changes: 2009-2010

	CAT	FIN	DGS						OHR	OMB	PIO	DTS	Q Avg
			Bldg	Cap Dev	Fleet	Leas	PMA	PRO					
Overall Avg													
1:Quality													
2:Effort													
3:Success													
4:Comm													
5:Pro Know													
6:Available													
7:Respons													
8:Initiative													
9:Process													
10:Guidance													
11:Timely													
12:Info													
13:Innovate													



Improved 2009-2010

No change 2009-2010

Declined 2009-2010

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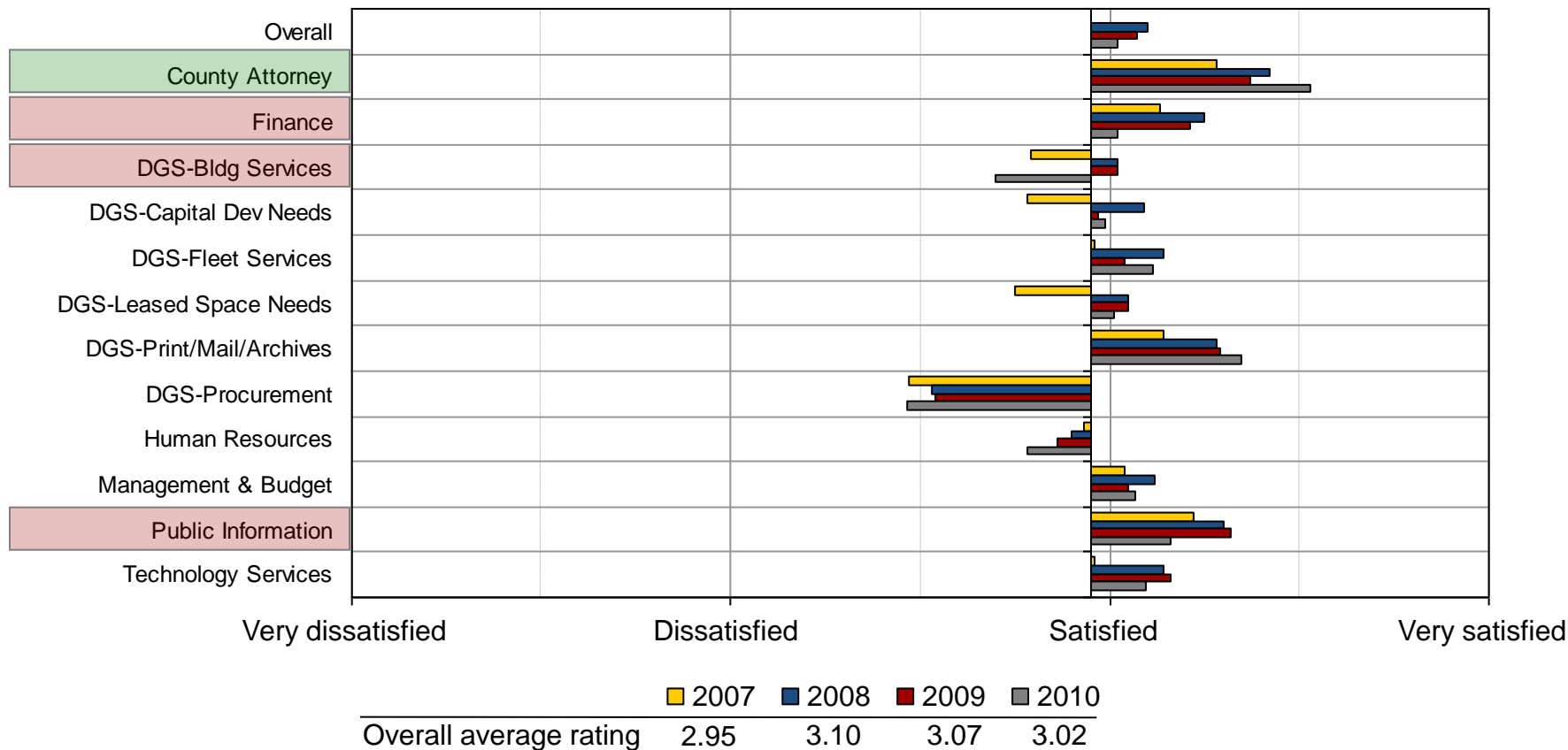
Improved 2007-2010

No change 2007-2010

Declined 2007-2010

Quantitative Data Analysis: Overall Ratings – Quality of Service

overall average in 2007 = 2.95



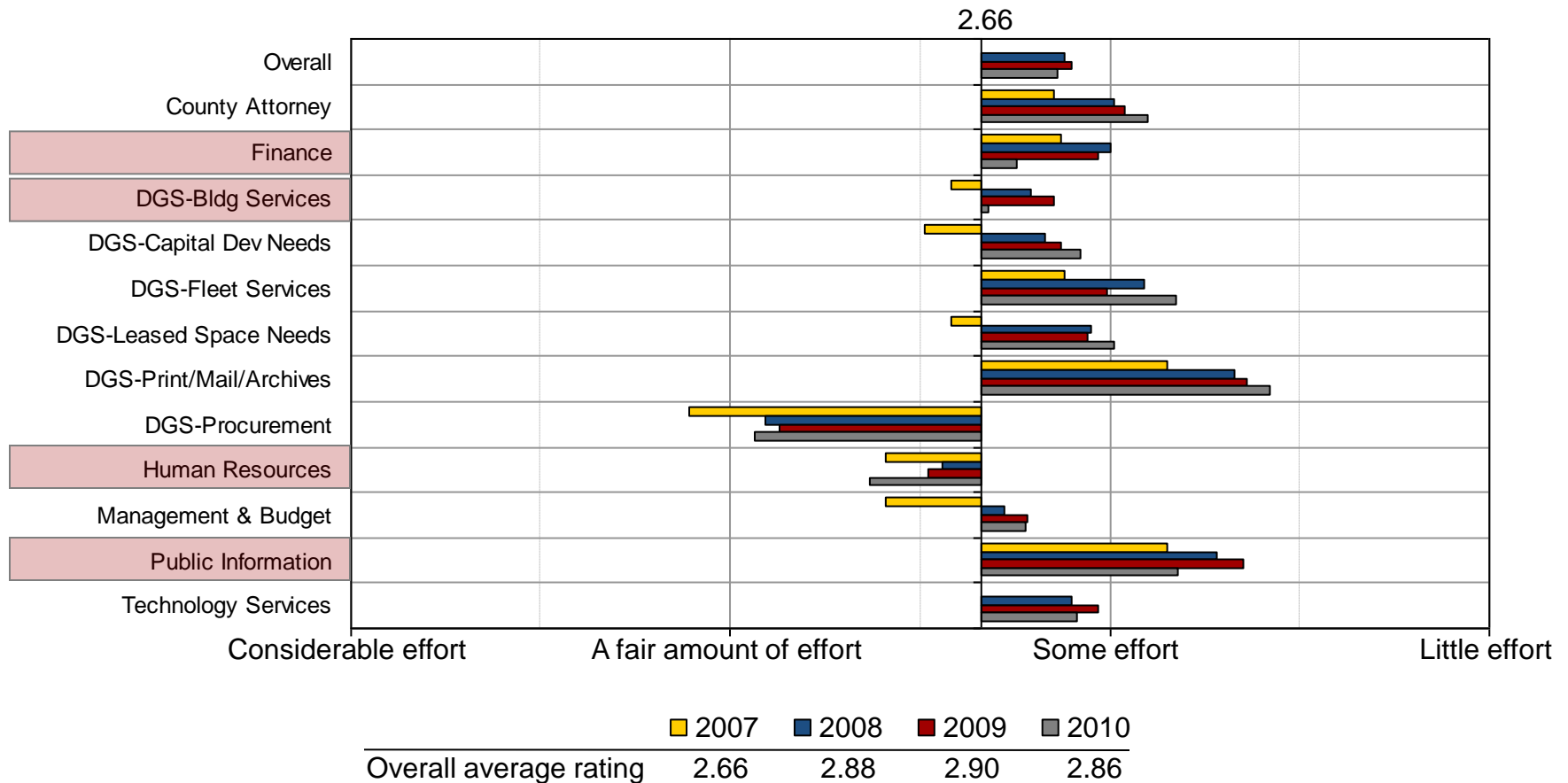
Quality of Service: Rate your satisfaction with the overall quality of service received by the following Departments.



Departments showing statistically significant improvements from 2009

Departments showing statistically significant declines from 2009

Quantitative Data Analysis: Overall Ratings – Level of Effort



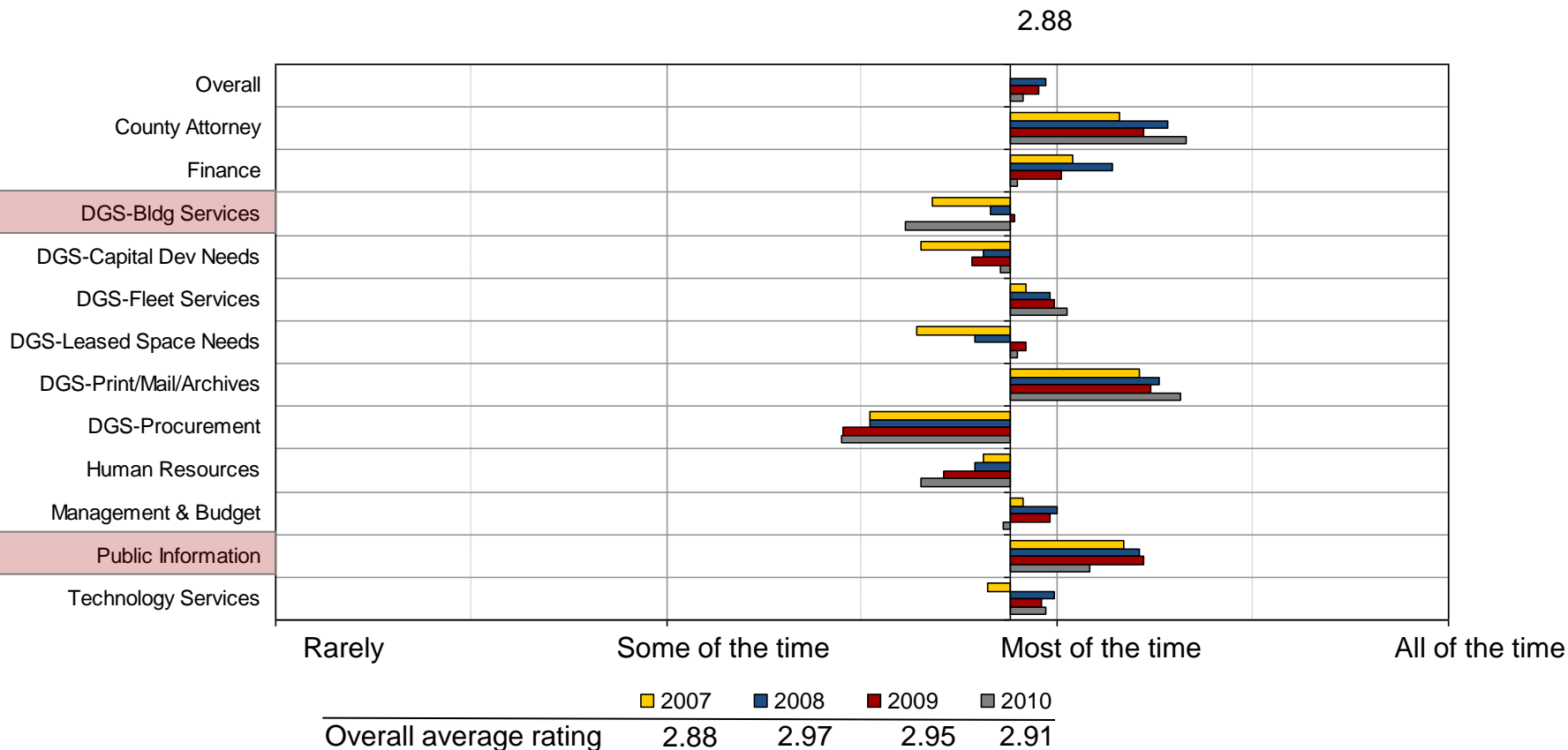
Level of Effort: Rate the level of effort your Department must invest to successfully utilize the Department's service(s).



Departments showing statistically significant improvements from 2009

Departments showing statistically significant declines from 2009

Quantitative Data Analysis: Overall Ratings – Success Rate



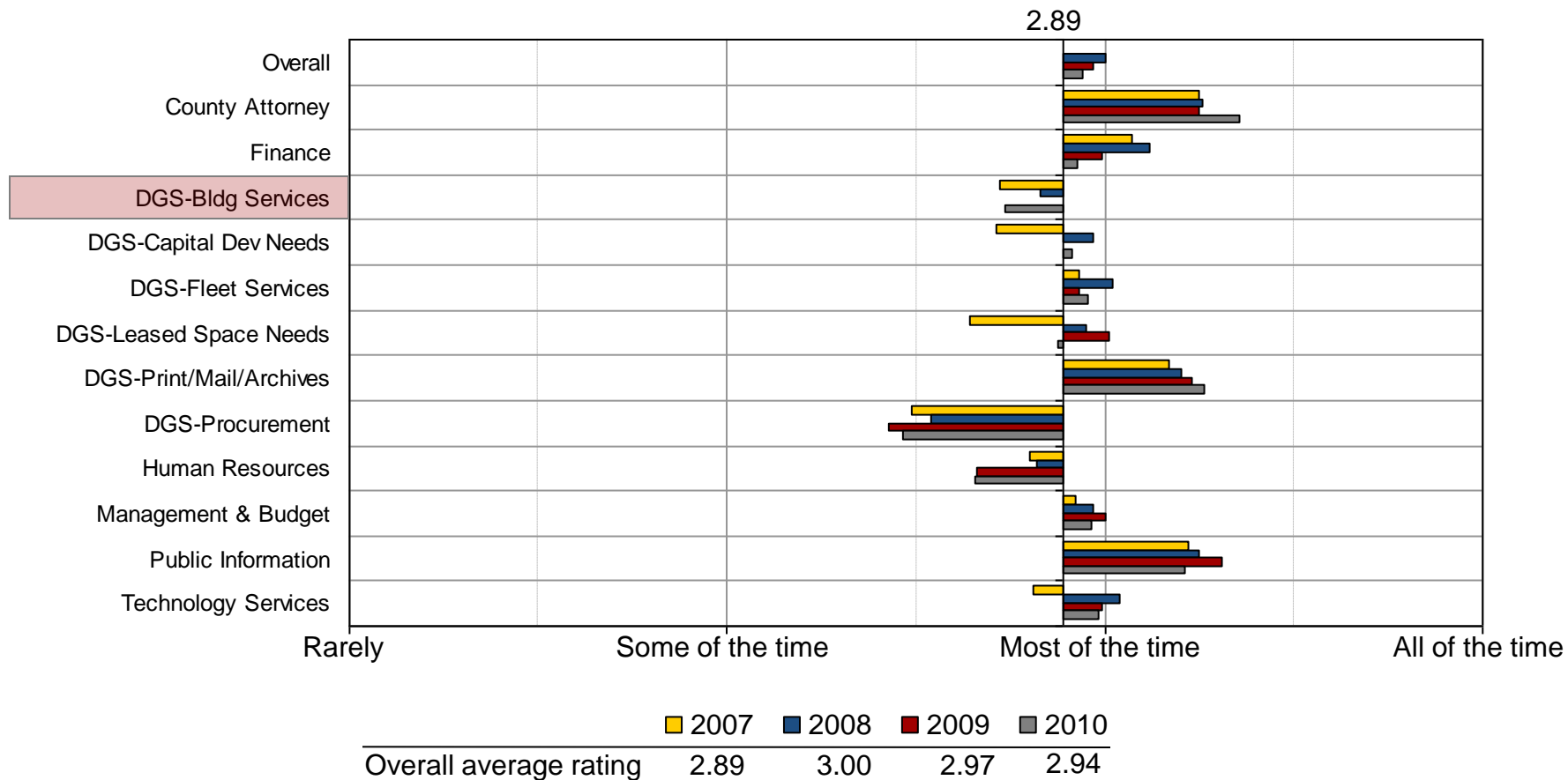
Success Rate: Rate how often the following Departments successfully meet the needs and requirements of your Department.



Departments showing statistically significant improvements from 2009

Departments showing statistically significant declines from 2009

Quantitative Data Analysis: Personnel Ratings – Communication



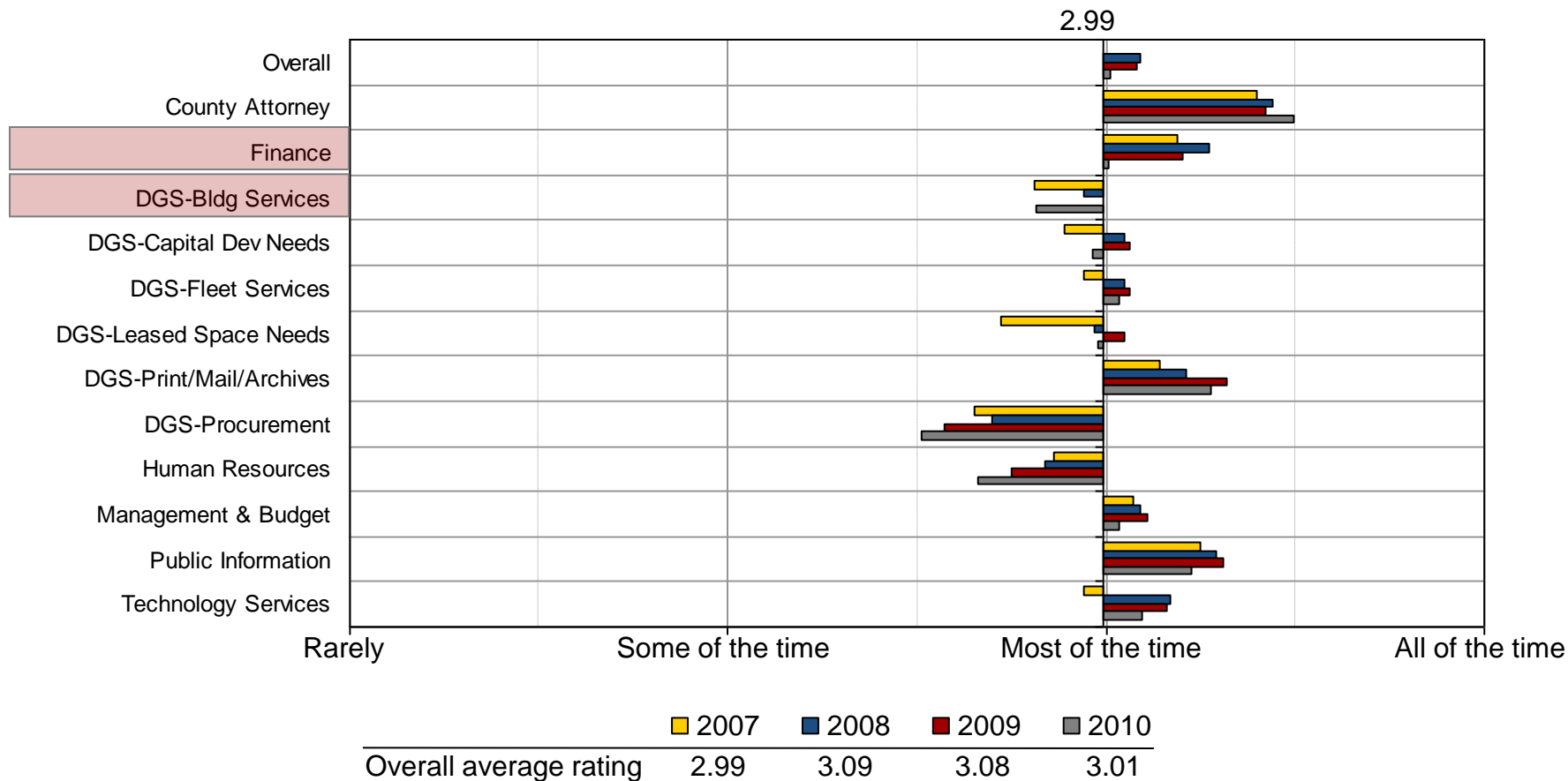
Communication: Rate how often Department staff were able to explain and answer questions to your satisfaction.



Departments showing statistically significant improvements from 2009

Departments showing statistically significant declines from 2009

Quantitative Data Analysis: Personnel Ratings – Professional Knowledge



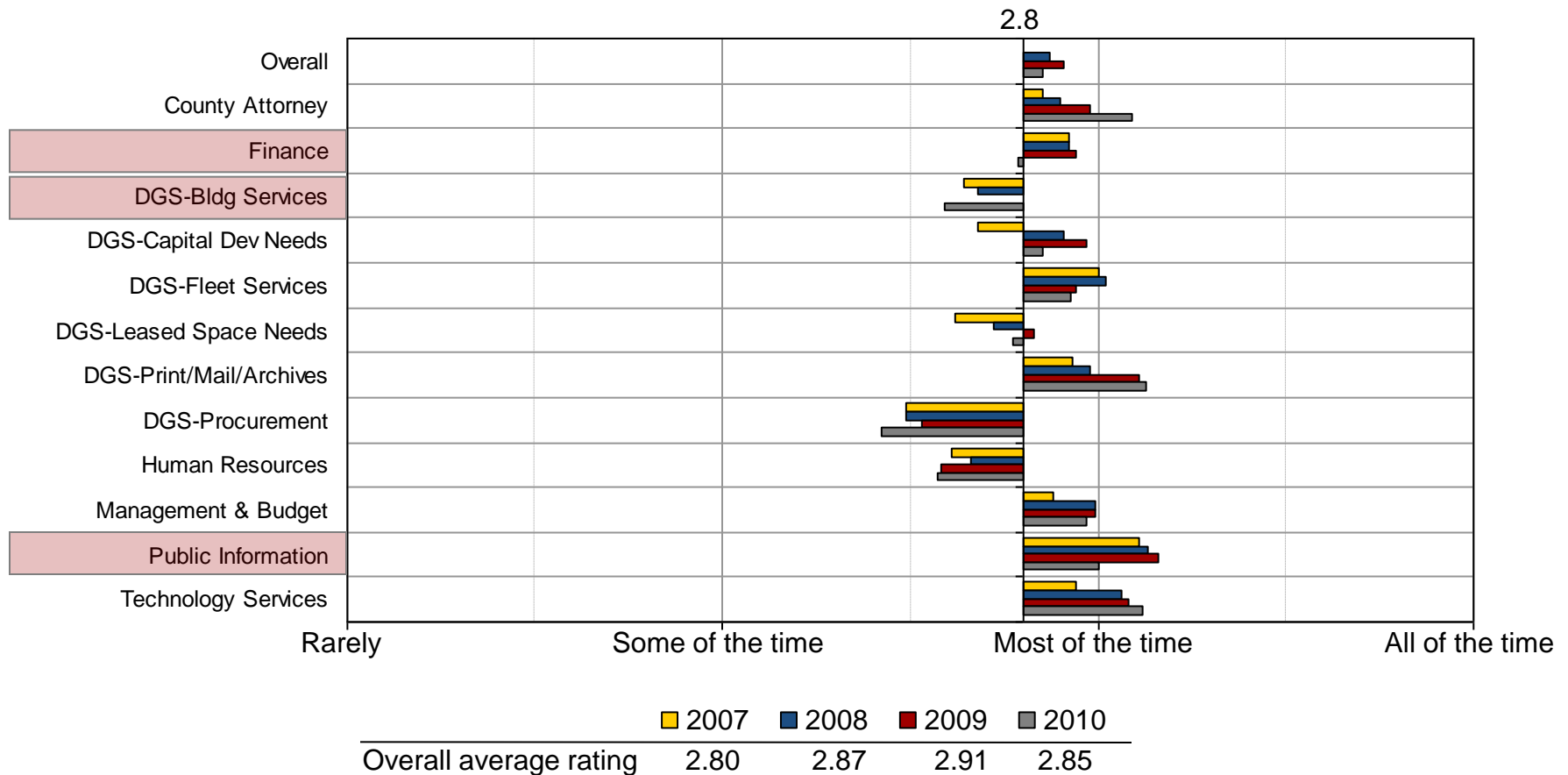
Professional Knowledge: Rate how often you were satisfied with the professional knowledge exhibited by the Department staff.



 Departments showing statistically significant improvements from 2009

 Departments showing statistically significant declines from 2009

Quantitative Data Analysis: Personnel Ratings – Availability



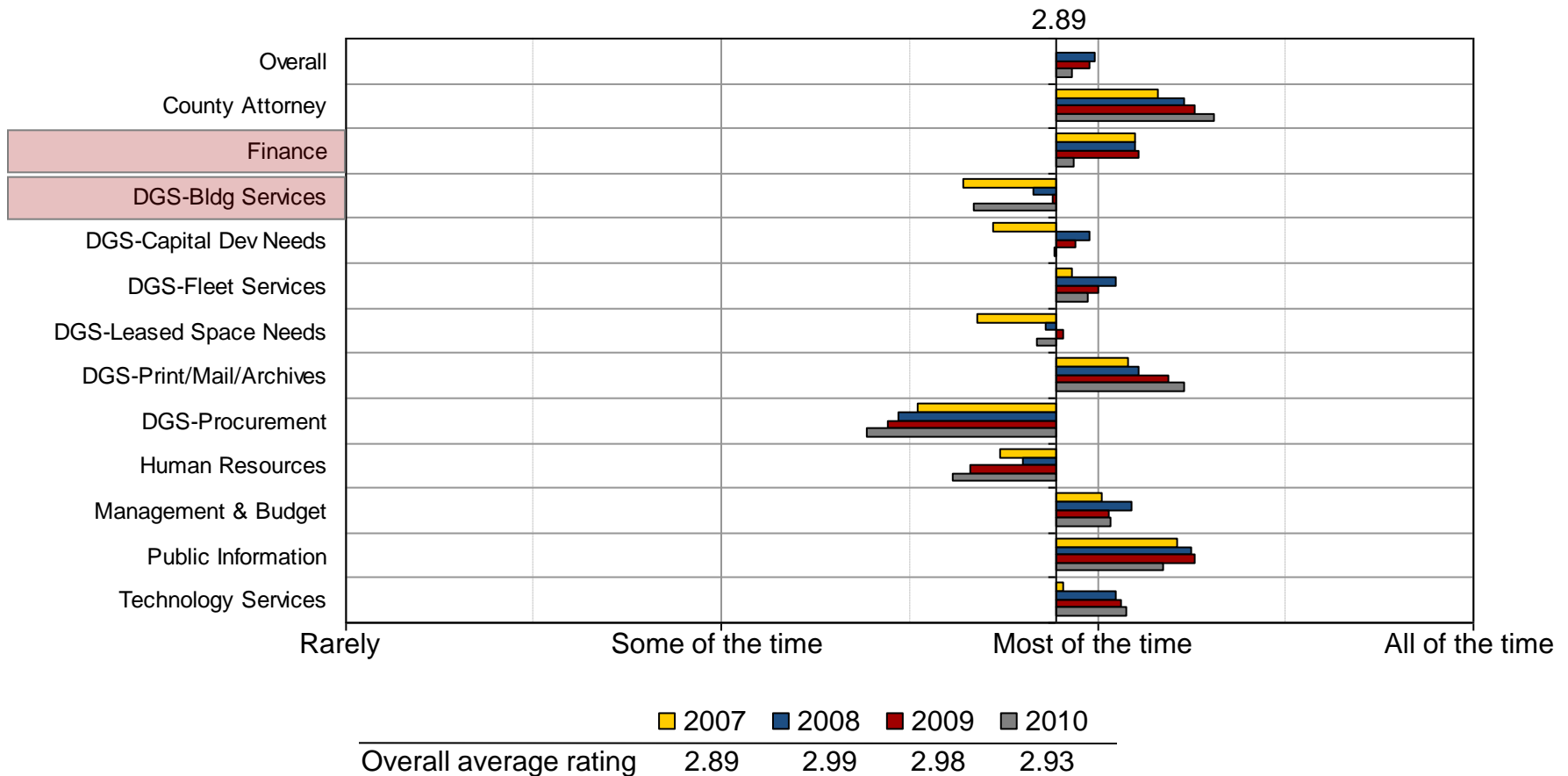
Availability: Rate how often your first attempt to reach Department staff was successful.



Departments showing statistically significant improvements from 2009

Departments showing statistically significant declines from 2009

Quantitative Data Analysis: Personnel Ratings – Responsiveness



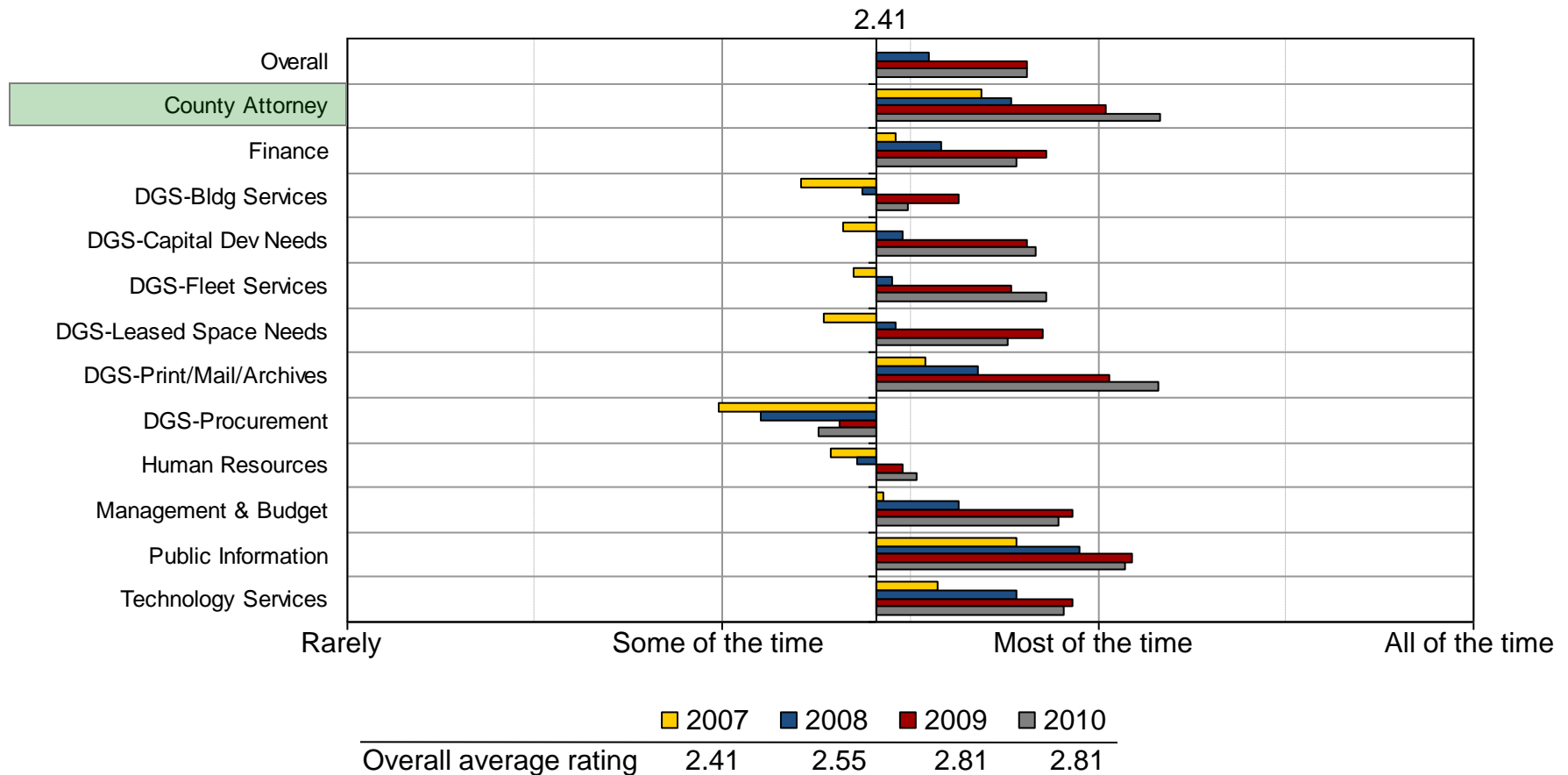
Responsiveness: Rate how often you were satisfied with the responsiveness of the Department staff.



Departments showing statistically significant improvements from 2009

Departments showing statistically significant declines from 2009

Quantitative Data Analysis: Personnel Ratings – Initiative



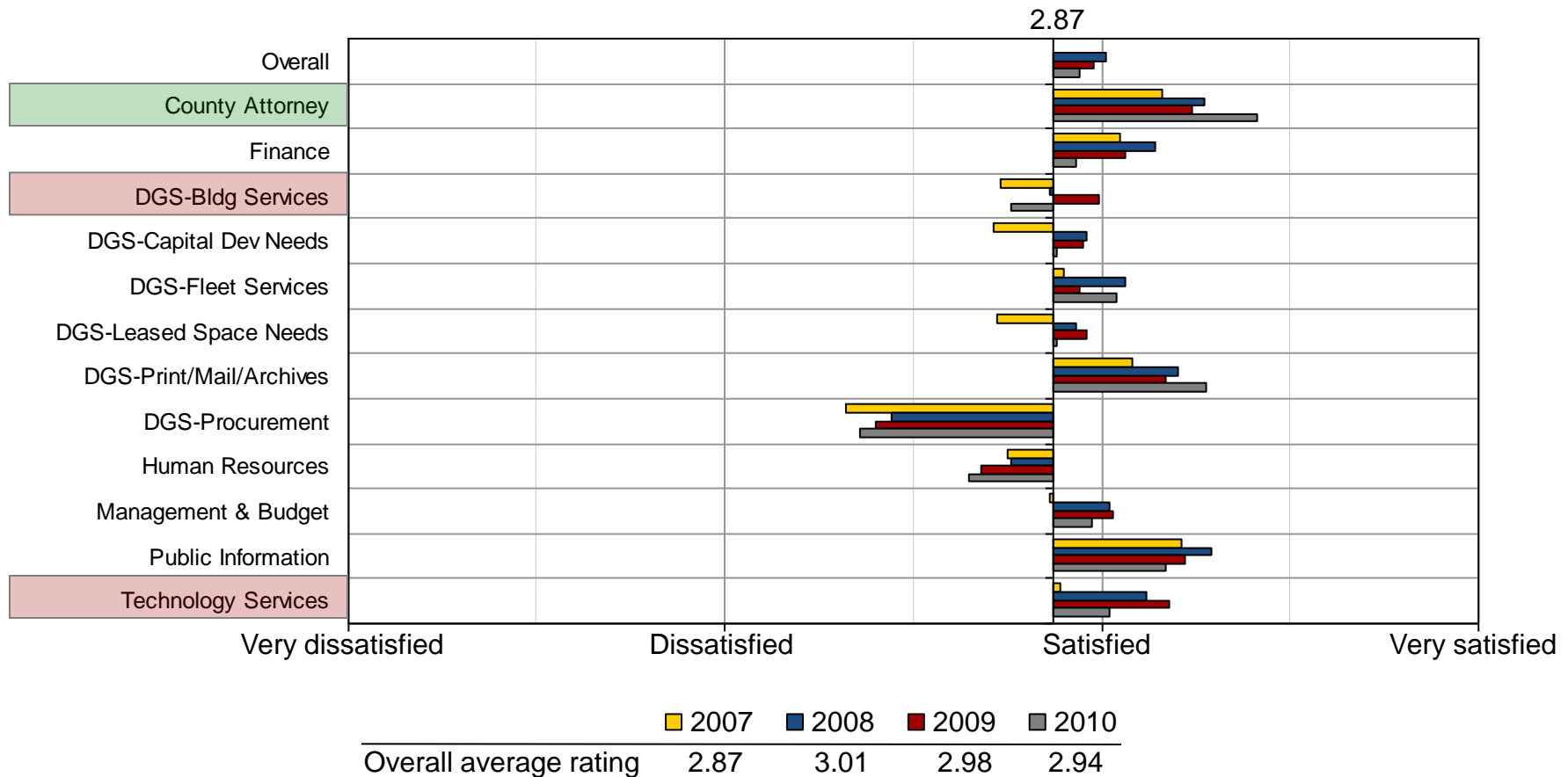
Initiative: Rate how often you were satisfied with the amount of initiative taken by Department staff in addressing your needs and requirements.



 Departments showing statistically significant improvements from 2009

 Departments showing statistically significant declines from 2009

Quantitative Data Analysis: Process Ratings – Process



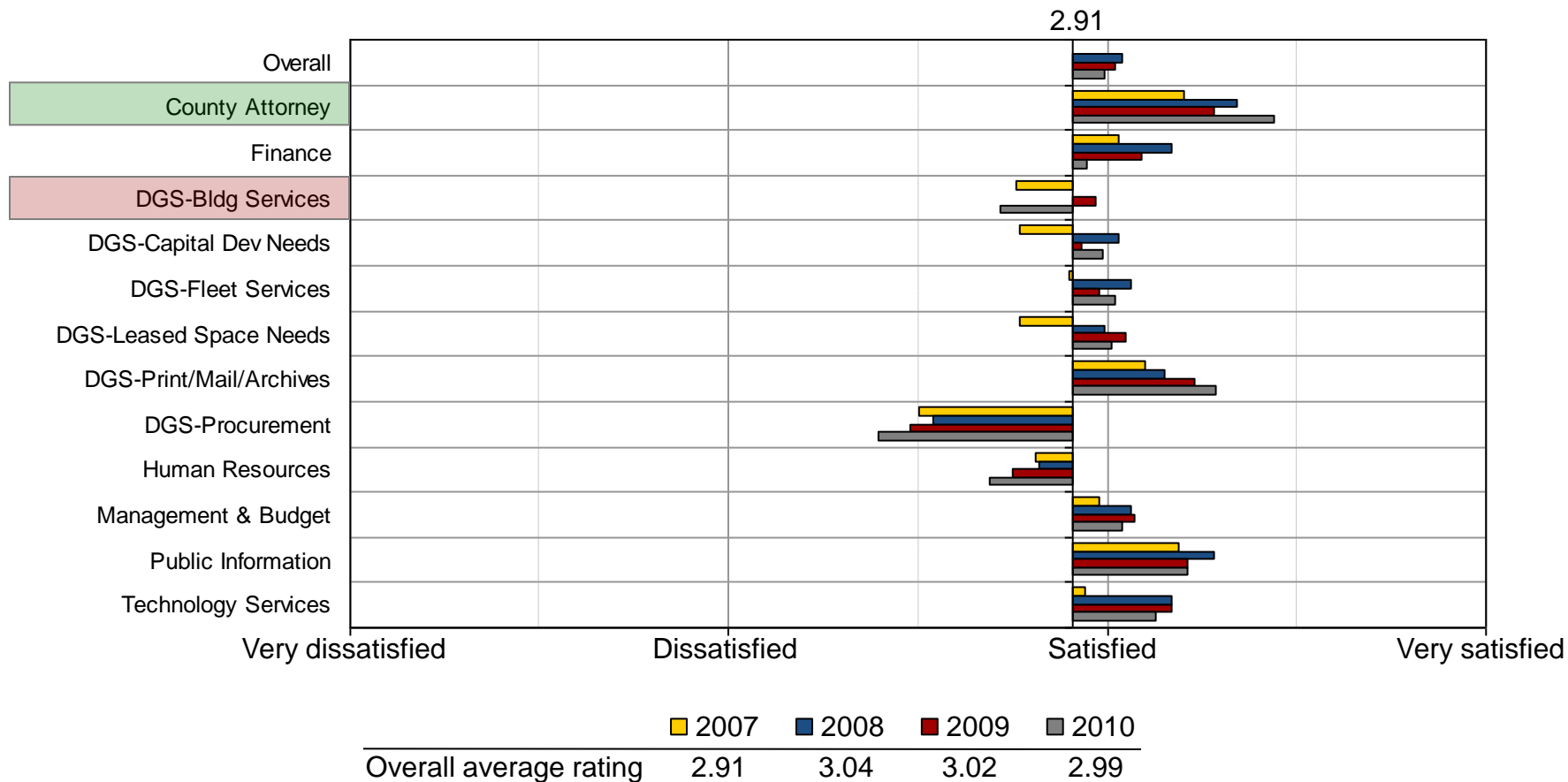
Process: Rate your overall satisfaction with the process(es) the Department uses to address your needs or requirements.



Departments showing largest improvements from 2009 ratings

Departments showing declines from 2009 ratings

Quantitative Data Analysis: Process Ratings – Guidance and Assistance



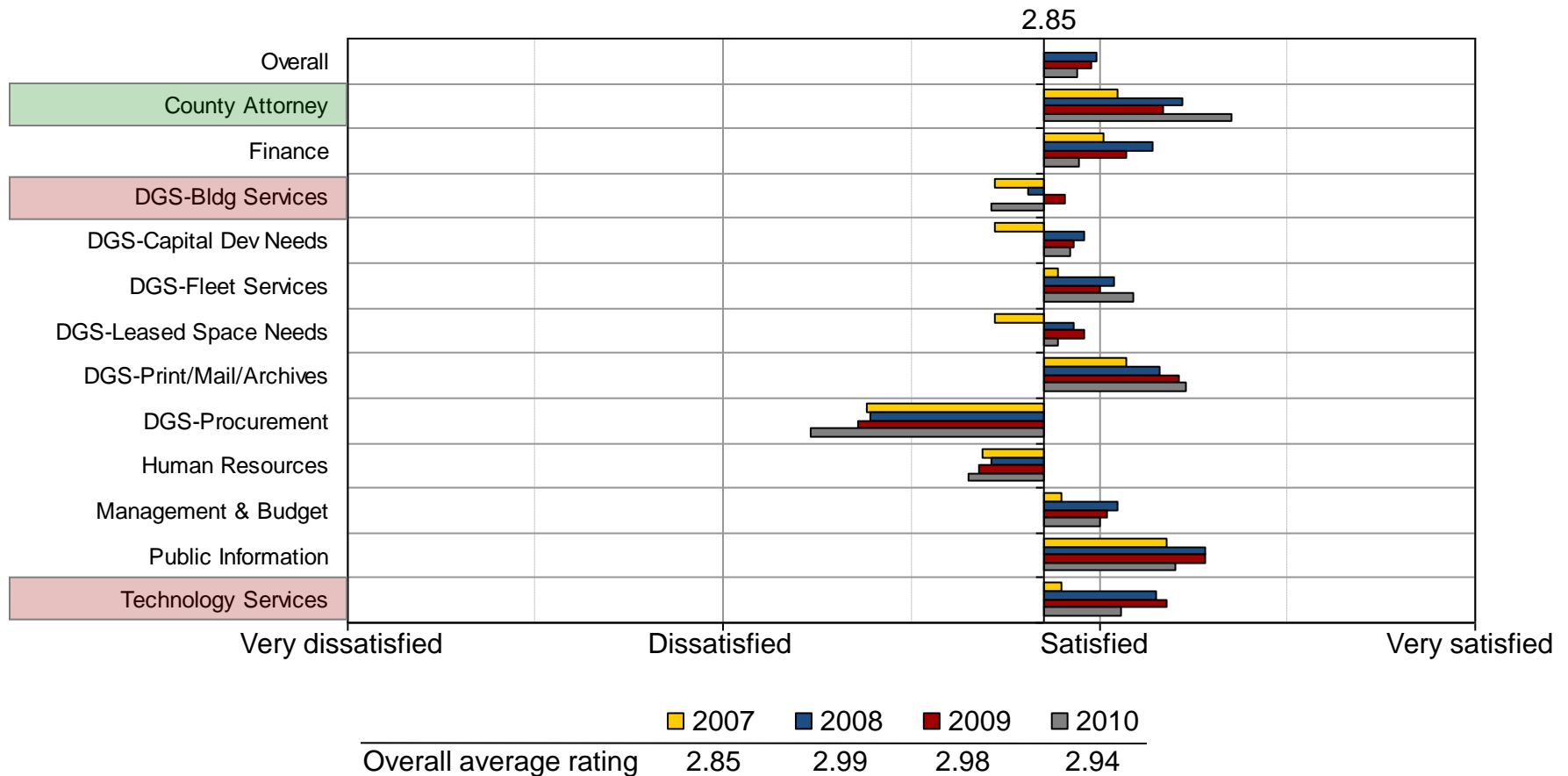
Guidance and Assistance: Rate your satisfaction with the guidance and assistance provided for the process(es).



Departments showing statistically significant improvements from 2009

Departments showing statistically significant declines from 2009

Quantitative Data Analysis: Process Ratings – Timeliness



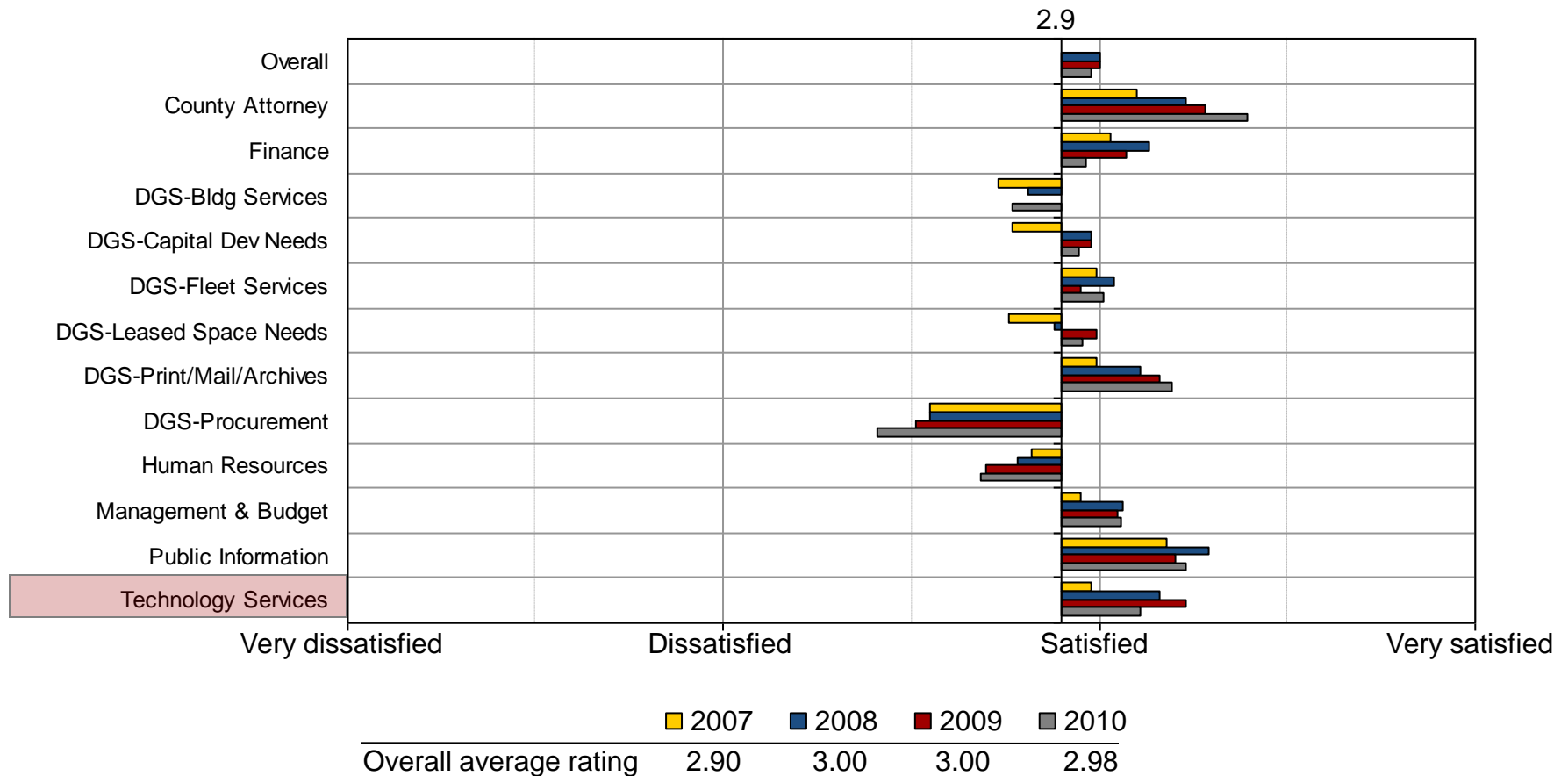
Timeliness: Rate your satisfaction with the timeliness of the process(es) to satisfy your needs and requirements.



 Departments showing statistically significant improvements from 2009

 Departments showing statistically significant declines from 2009

Quantitative Data Analysis: Process Ratings – Information



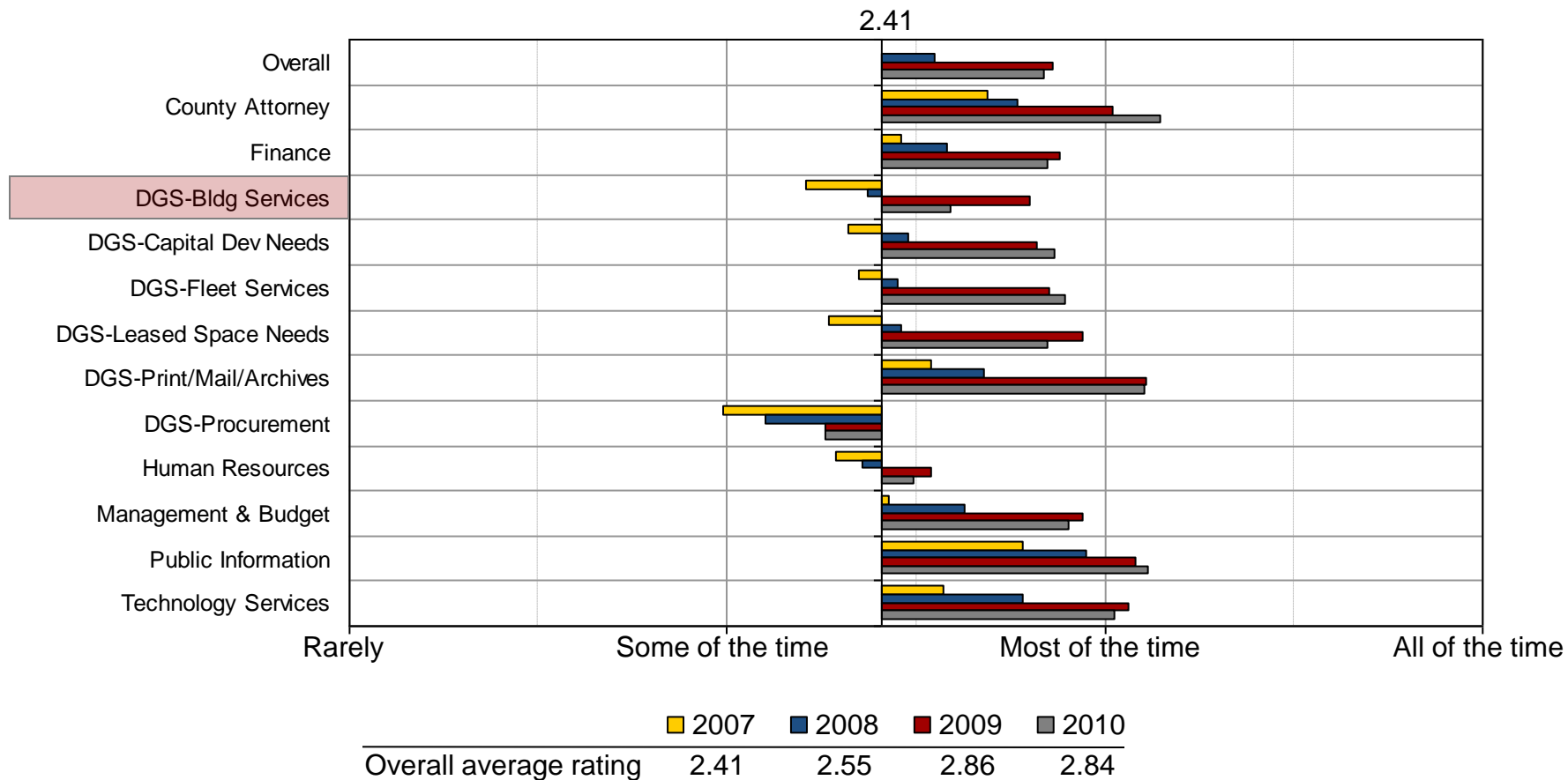
Information: Rate your satisfaction with the amount of information provided to you about the status of your request.



Departments showing statistically significant improvements from 2009

Departments showing statistically significant declines from 2009

Quantitative Data Analysis: Process Ratings – Innovation



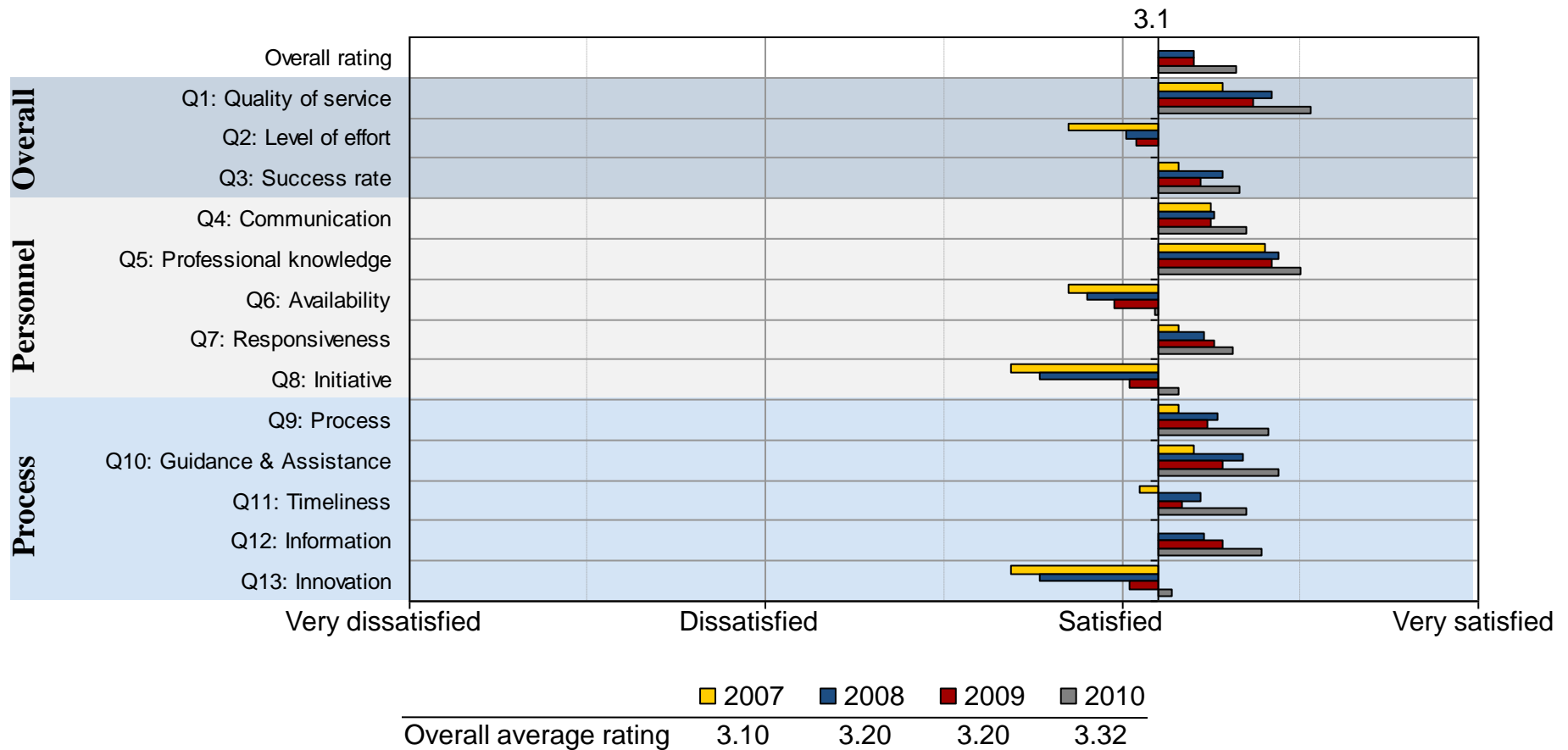
Innovation: Rate your satisfaction with the Department's ability to innovate in order to satisfy your needs.



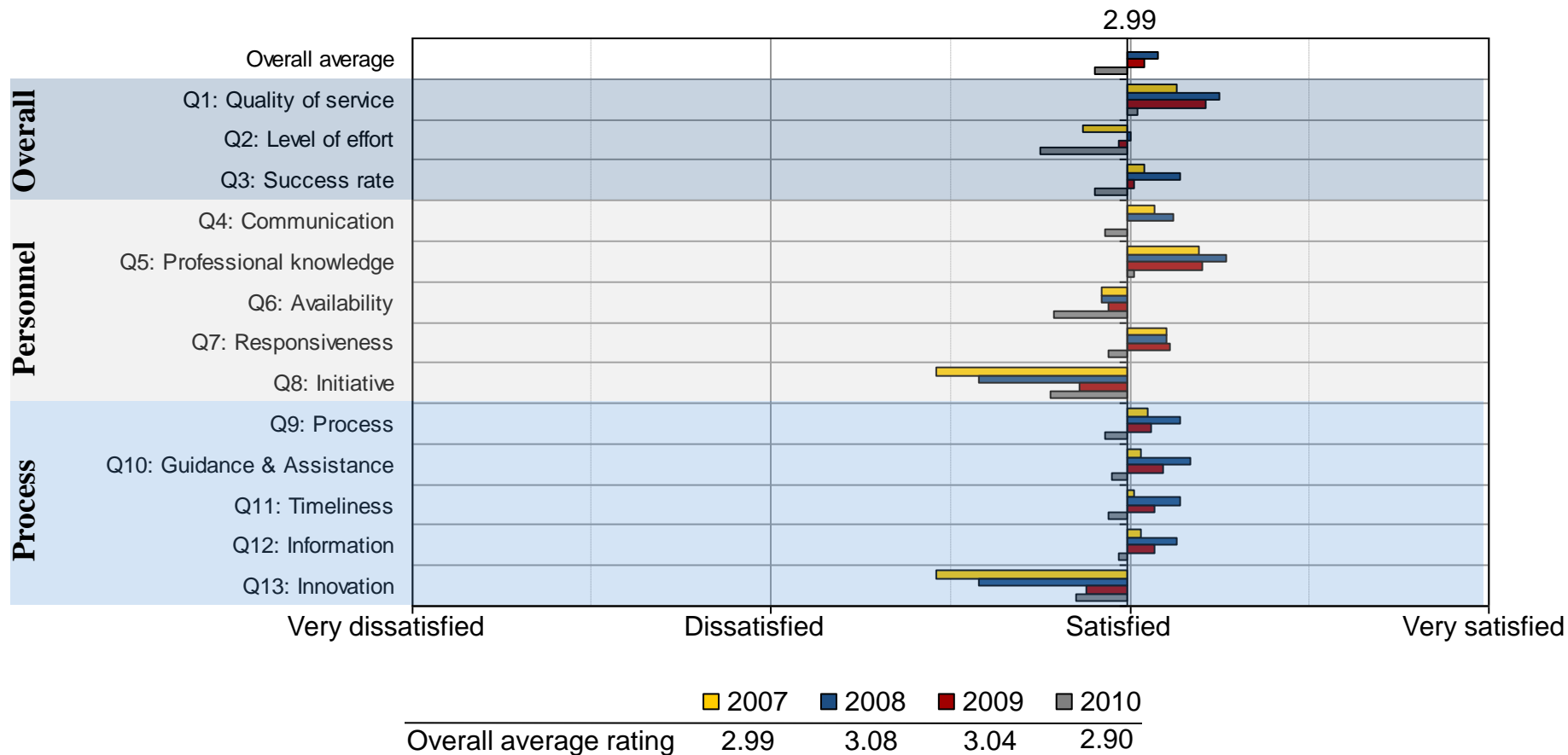
Departments showing statistically significant improvements from 2009

Departments showing statistically significant declines from 2009

Quantitative Data Analysis: Department Ratings: County Attorney

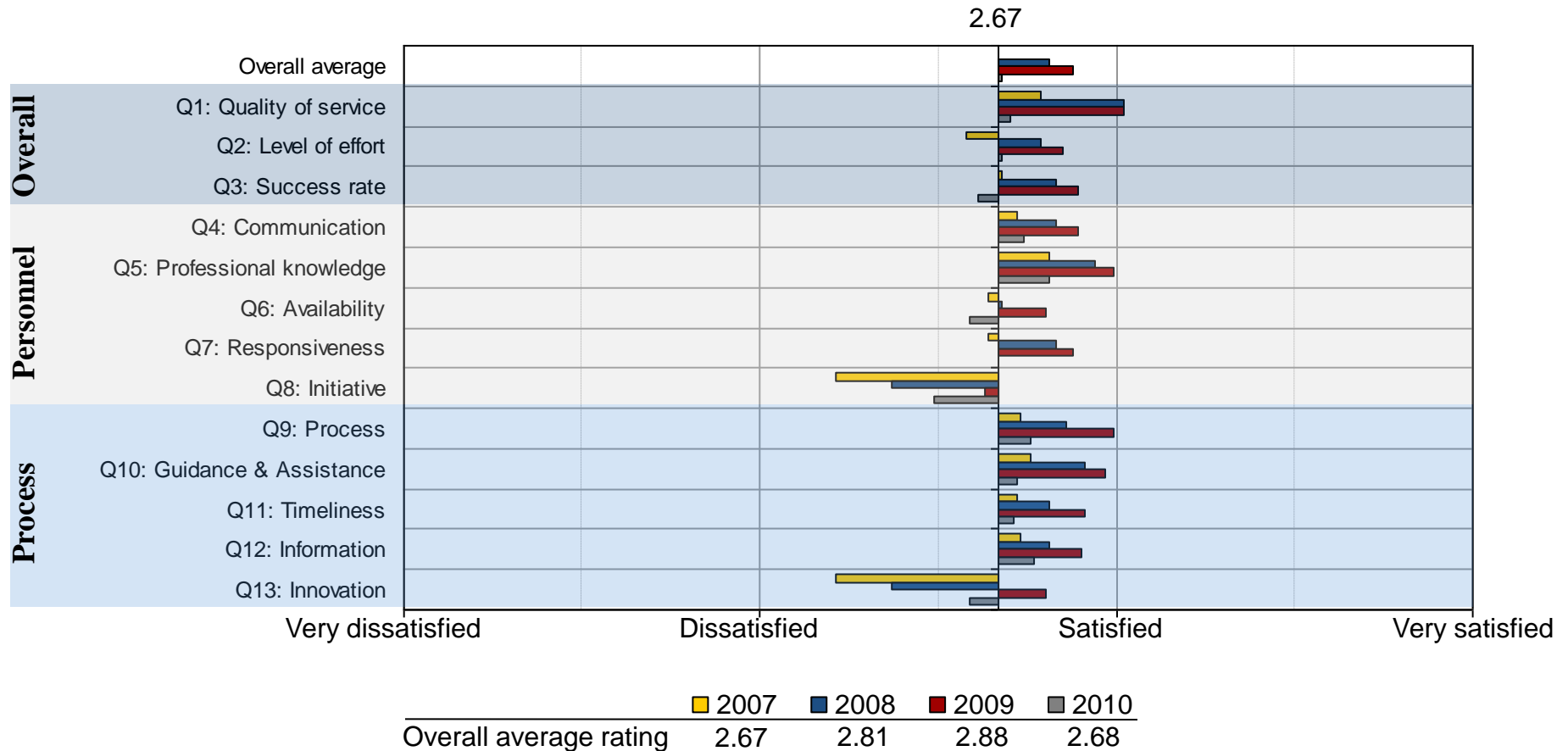


Quantitative Data Analysis: Department Ratings: Finance



Quantitative Data Analysis:

Department Ratings: DGS - Building Services

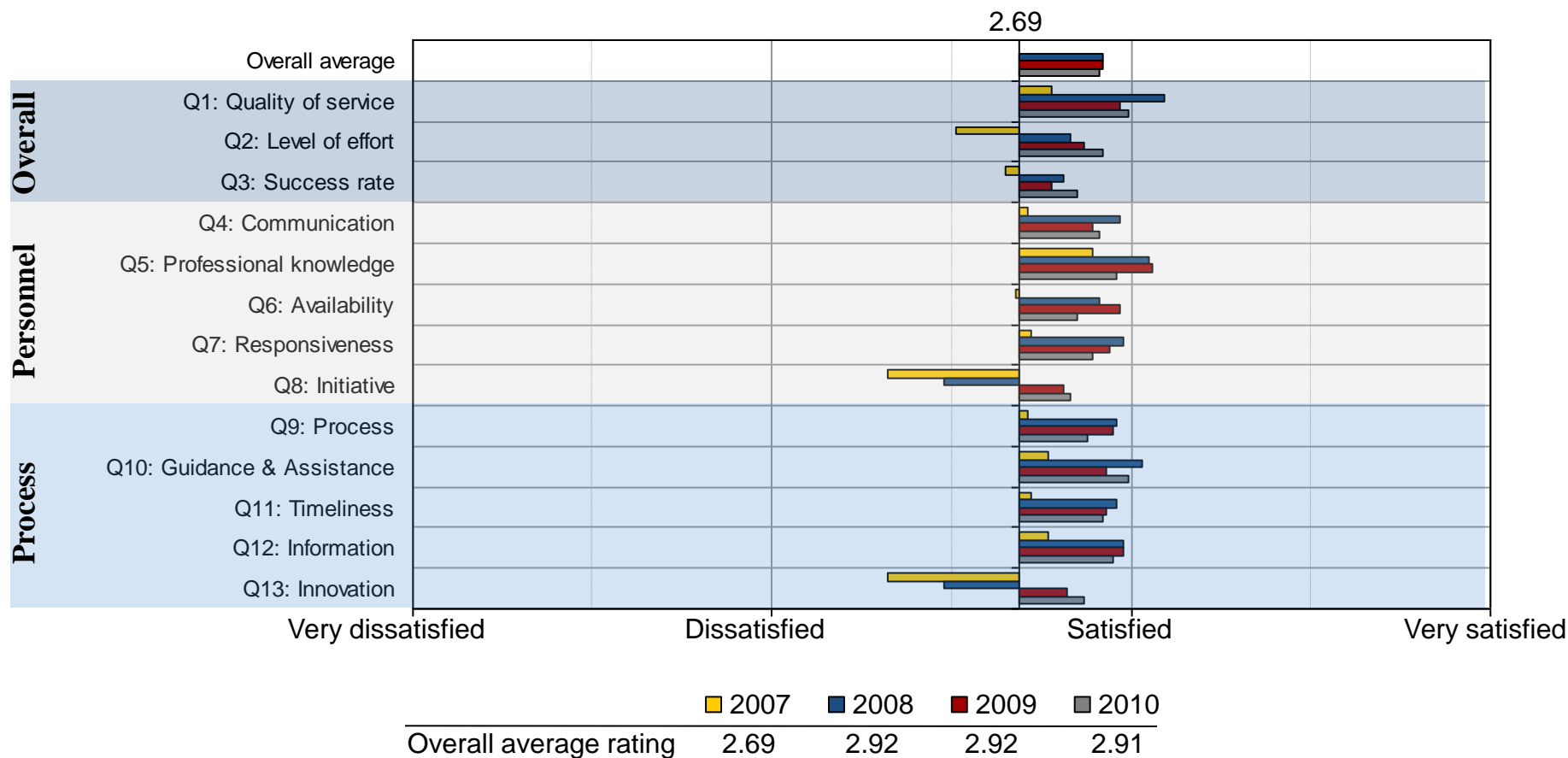


Discussion: DGS - Building Services

- **What changes did you implement to positively impact your County employee customer service?**
 - DFM revised webpage with customer input, i.e., building status and operating conditions, O/M policies & procedures and Service Level Agreements.
 - Examination of cause of workplace accidents and injuries and management of employees out on disability and on light duty helps to prevent accidents and get employees back to work, consequently enhancing our productivity
- **Where did you have the most success?**
 - Managing our facilities maintenance
 - DFM included customers input from Police, fire/Rescue, libraries, recreations, corrections and Edison Park for FY11 retreat July 2010.
- **Which of these best practices do you think could be adopted by other Departments to improve their performance?**
 - Managing facility maintenance, accident investigation and managing employees on disability leave or light duty
 - Planning with customers to develop Service Level Agreements.
- **Where will you focus your attention over the next year?**
 - Meeting the milestones/agreed upon terms on DFM SLA.



Quantitative Data Analysis: Department Ratings: DGS – Capital Development Needs

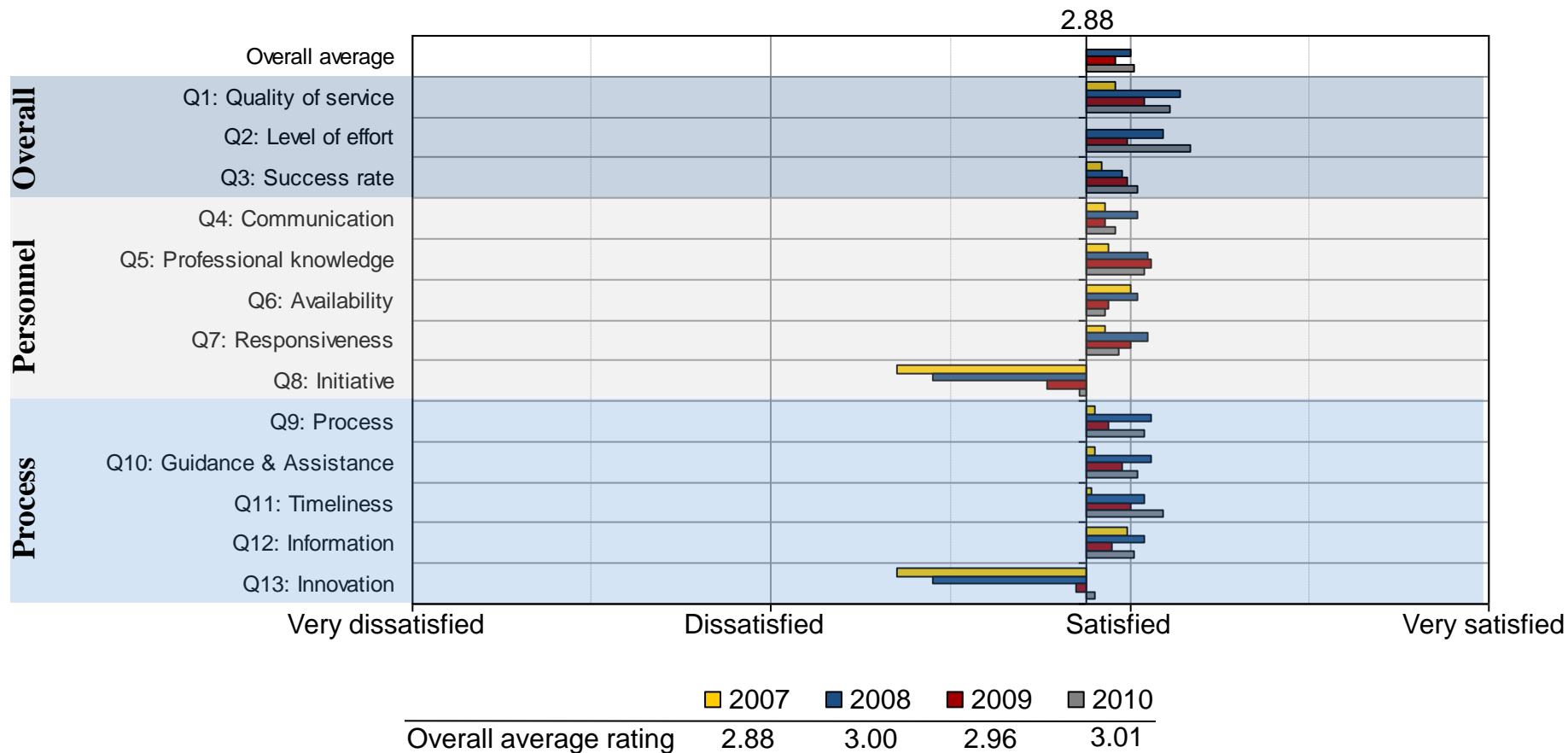


Discussion: DGS – Capital Development Needs

- **What changes did you implement to positively impact your County employee customer service?**
 - Implemented Request for Expressions of Interest (REOI) procurements to hasten the acquisition process.
 - Implemented small project A/E and construction contracts to better allocate the workload.
- **Where did you have the most success?**
 - The REOI process has become SOP for most projects in that it enables procurement and permitting to happen at the same time, thereby shortening project durations.
- **Which of these best practices do you think could be adopted by other Departments to improve their performance?**
- **Where will you focus your attention over the next year?**
 - We are paying attention to the review durations during project design with the expectation that these can be shortened.



Quantitative Data Analysis: Department Ratings: DGS – Fleet Services



Discussion: DGS – Fleet Services

- **What changes did you implement to positively impact your County employee customer service?**

Parts Department – Determined the appropriate number of frequently used parts with emphasis on seasonal needs to reduce the time vehicles are in the shop

Fleet size – Emphasized maintaining the optimal size fleet to provide the greatest benefit to the County, while minimizing the cost to the County

Scrap Equipment - Utilized GovDeals to off load scrap equipment which yielded a higher return than salvage, eliminated transport costs, and freed up space to better service vehicles

Inclement Weather Event – Supported other County Departments without regard to territorial boundaries or mission statements to benefit County constituents in time of greatest need

Vehicle Safety – Placed the safety of operators and passengers first without regard to the impact on measurements

- The ability to manage our own facility maintenance enhanced our ability to make facility repairs and consequently, our productivity
- More and varied technical training enhanced our ability to make repairs to customer's vehicles



Discussion: DGS – Fleet Services

▪ Where did you have the most success?

- The most success was with the improved communication and cooperation between sections, however there has been success with the changes in the PM process as well.
- Streamlining the Parts Department – reduced cost, increased responsiveness, freed-up storage space for better use
- Reducing the amount of scrap equipment or obsolete commodities on hand – freed-up storage space for better use, reduced costs involved in transporting to salvage yard
- Supporting other Departments during inclement weather events – despite working without the visibility afforded other Departments, without DFMS other Departments would have failed

▪ Which of these best practices do you think could be adopted by other Departments to improve their performance?

- Improved communications and cooperation will help any situation.
- Determine the optimal supply for any commodity rather than stockpiling
- Evaluate the items warehoused within the County and dispose of any that are scrap or obsolete, preferably at a return to the County
- Pool resources at a County rather than Department level on an on-going basis rather than just during an inclement weather event

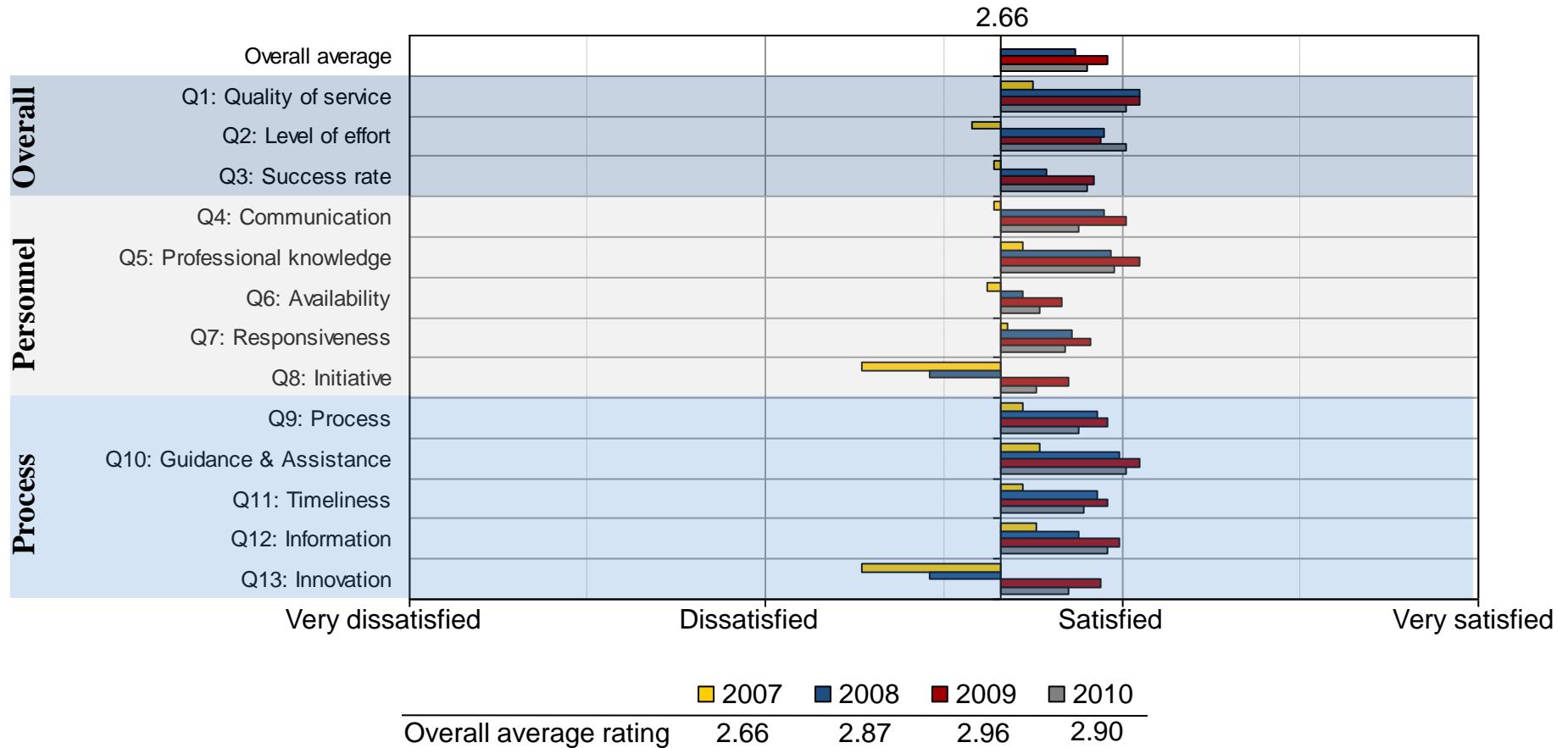


Discussion: DGS – Fleet Services

- **Where will you focus your attention over the next year?**
 - Continue to streamline processes to; (1) identify opportunities for cost savings and efficiencies, and (2) allow for easier customer access to fleet services.
 - Focus will be on further reducing the parts inventory and negotiating vendor agreements to allow for more just-in-time stocking of parts – this reduces the cost of inventory on hand and frees up storage space
 - Focus will be on safety and reducing work related injuries – more people working improves responsiveness to customer requests
 - Focus will be on reducing the size of the fleet – while this is a cost reduction measure, fewer vehicles to maintain improves responsiveness to customer requests
 - Focus will be on redistributing vehicles to provide the greatest benefit to the County – the emphasis will be on reducing underutilized vehicles and enforcing County policy regarding take home vehicles



Quantitative Data Analysis: Department Ratings: DGS – Leased Space Needs



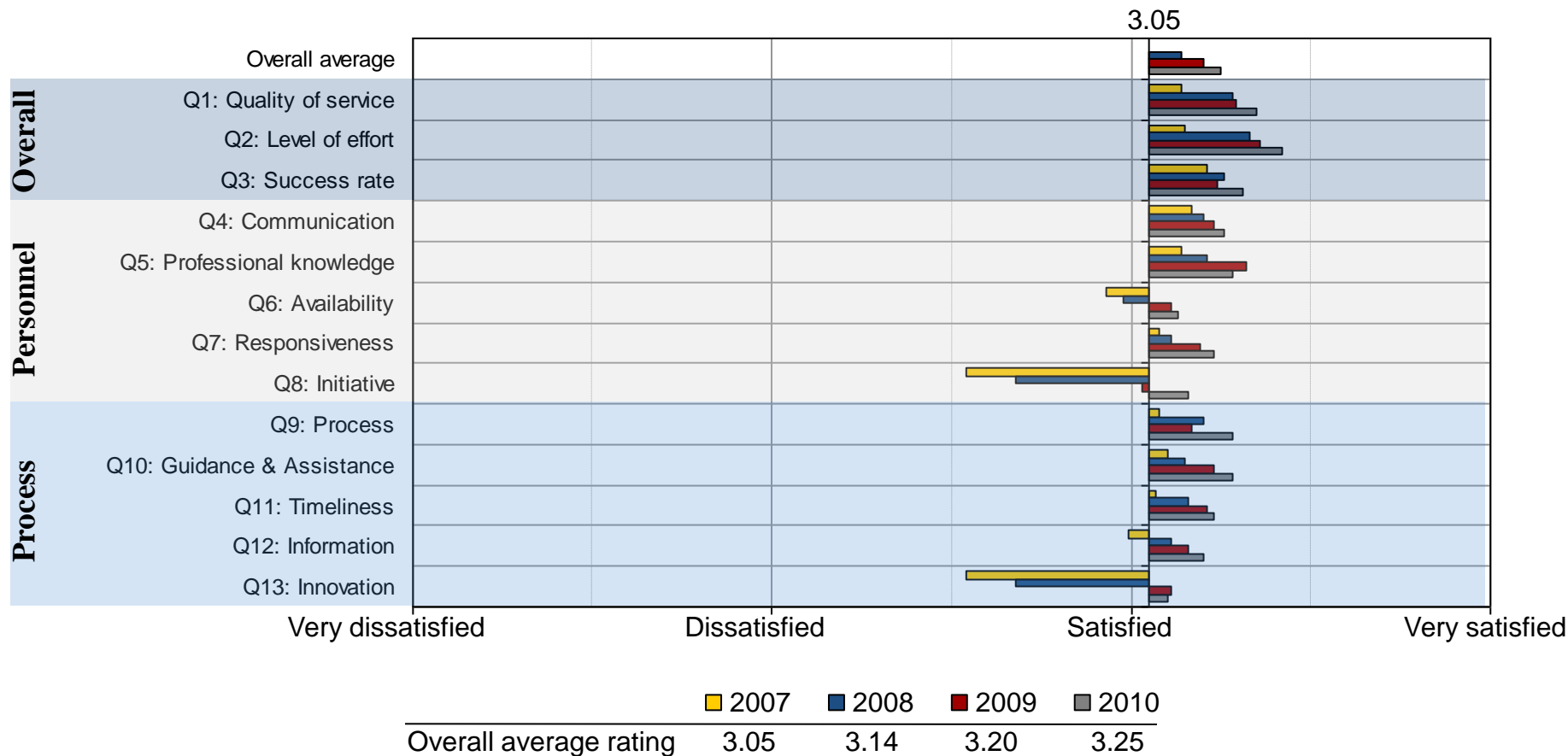
Discussion: DGS – Leased Space Needs

- **What changes did you implement to positively impact your County employee customer service?**
 - We've purchased and are implementing the Property Manager module of Oracle. It will allow us to be more responsive on questions regarding leases. We updated Archibus database for the purpose of populating Property Manager
 - We scanned and posted the majority of our leases online, making them instantly available to citizens, other departments and anyone else who may want to read them.
- **Where did you have the most success?**
- **Which of these best practices do you think could be adopted by other Departments to improve their performance?**
- **Where will you focus your attention over the next year?**

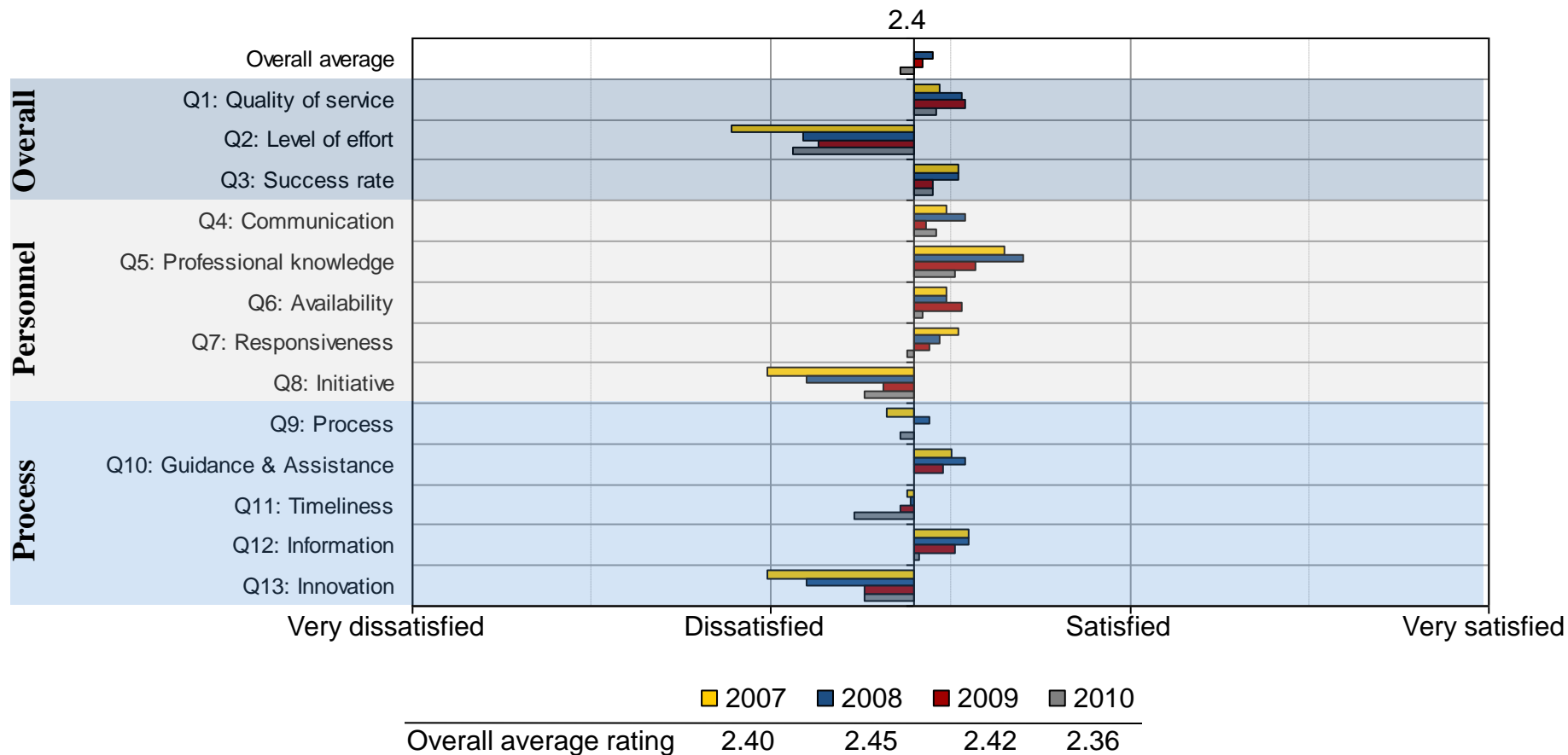


Quantitative Data Analysis:

Department Ratings: DGS – Print / Mail / Archives



Quantitative Data Analysis: Department Ratings: DGS – Procurement



Discussion: DGS – Procurement

- **What changes did you implement to positively impact your County employee customer service?**
 - Procurement invited several contract administrators as part of a focus group with follow-up communications and surveys sent by Specialists to several of their administrators about topics and issues of concern as part of a Contract Administration Forum program development.
 - Over the past year we have met regularly, monthly or quarterly, with key user departments to coordinate current and planned requirements, agree upon procurement strategies, and discuss service and support issues. Unfortunately, user department seniors managers haven't been attending these meetings, making it difficult to ensure department concerns and resolution to service deficiencies, if any, are addressed.
 - Procurement modified its website with dedicated pages based on important initiatives such as Regulation Changes, Direct Exemption Process, etc. to consolidate information related to each initiative in one area for easy retrieval.
 - Procurement implemented the County Executive's Procurement Reform Legislation, which resulted in increasing the thresholds for several purchasing methods, thereby streamlining the process time and layers of review, including CRC. We also updated all of our checklists and boilerplate forms to comply with the changes in Regulations and Law (as well as ERP) to assist departmental users.



Discussion: DGS – Procurement

- **What changes did you implement to positively impact your County employee customer service?**
 - Procurement developed and conducted multiple county-wide Procurement Regulations Training sessions as a result of the Regulation and Law changes effective April 2010; we also invited and coordinated participation in the sessions by Office of the County Attorney and the Office of Business Relations and Compliance to have experts related to the various changes available for departmental Q & A.
 - In advance of the ERP FAQs, Procurement developed and distributed a “Purchasing Tips” guide to using departments to provide some guidance during the early stages of conversion. This was done in response to many departments expressing frustration with the new ERP procurement system.
 - Procurement implemented an online Contract Search database intended to assist departments and the public in easily and quickly searching for or obtaining various contract documents.
 - Procurement partnered with the Countywide Copier Contractor to develop and implement an online solution to order supplies, request and monitor service calls, etc.
 - Procurement implemented the CAO’s spending freeze for the direct purchase threshold portion. This implementation was accomplished by development of an online exemption request solution. It provides automatic acknowledgement of requests, electronic notifications of additional questions/responses, as well as final decisions. It also provides an electronic reporting mechanism that can be viewed internally as well as shared with Finance for payment purposes. The average response time to the over 2,500 requests has been 4 hours and two minutes.

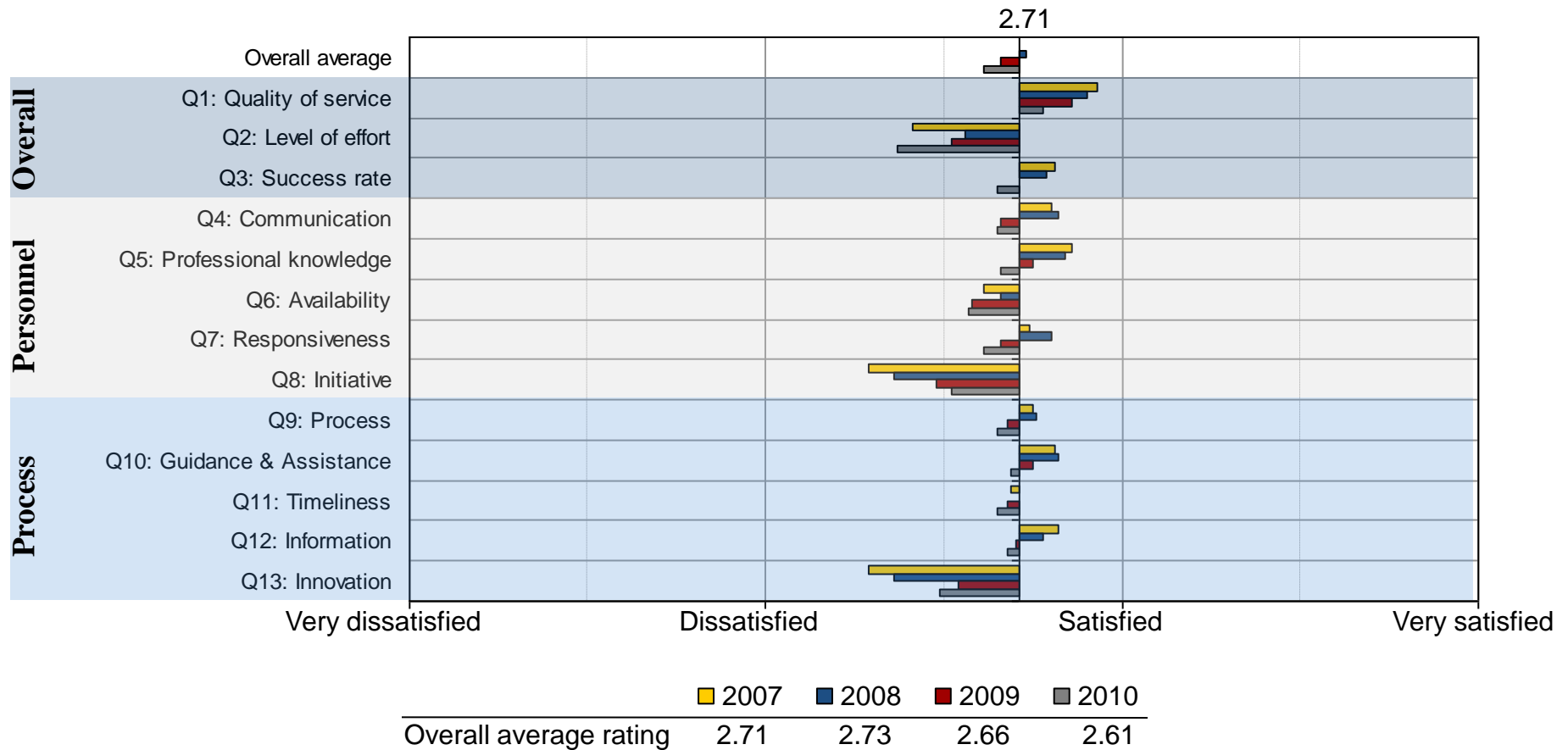


Discussion: DGS – Procurement

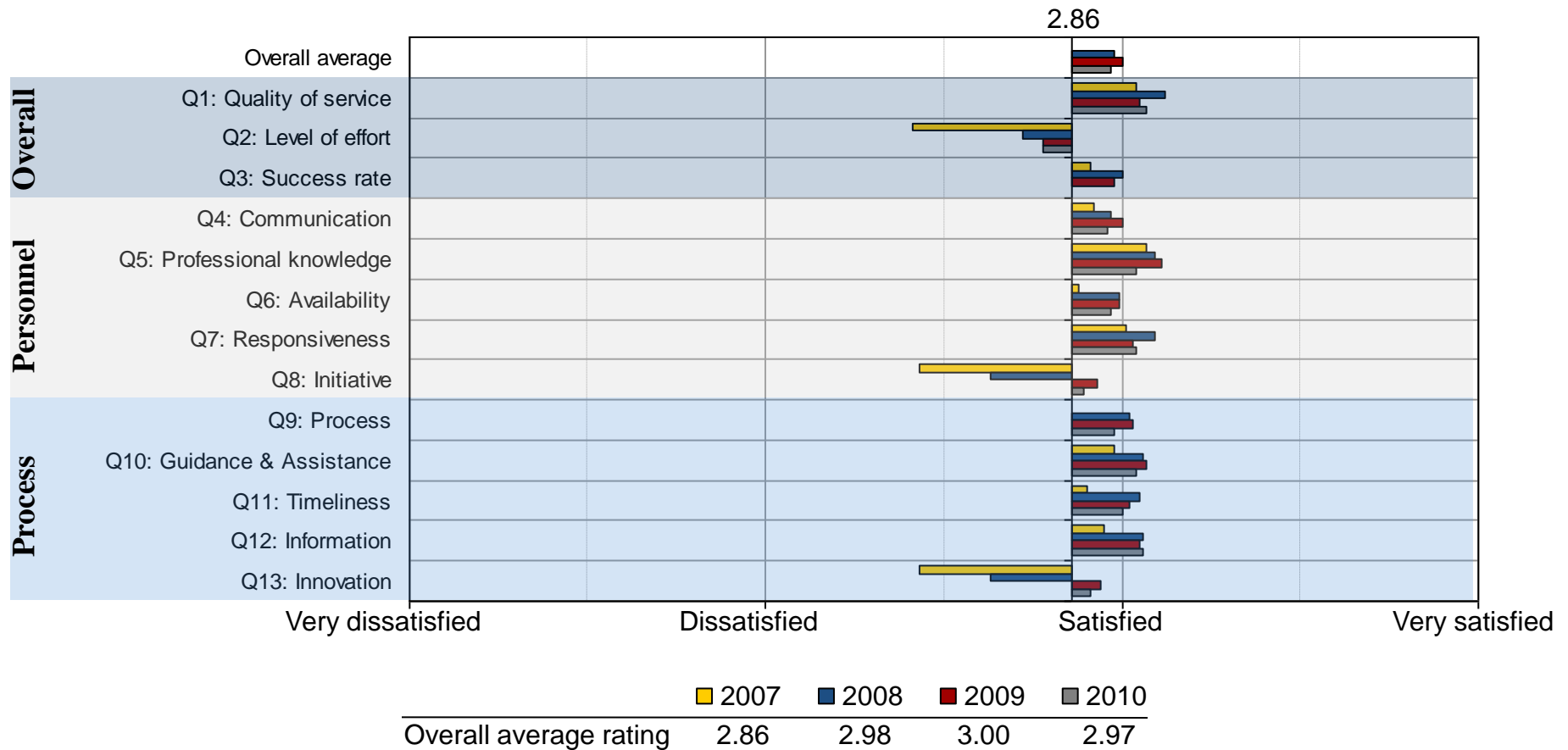
- **Where did you have the most success?**
 - Although we believe we were able to achieve success in meeting customer needs in several areas, the online direct purchase exemption request and the online contract search appear to be highest in success. This provides transparency and auditable trail, as well as ease of use and access, as well as accountability
- **Which of these best practices do you think could be adopted by other Departments to improve their performance?**
 - Since so many County departments are faced with limited resources and increasing responsibilities, providing online forms and access to important information is something that generally can be done economically and incrementally, and result in immediate benefit to users.
- **Where will you focus your attention over the next year?**
 - Complete development and implementation of a Contract Administration Forum to be conducted three times a year to include general information, topic specific training, and networking, based on feedback received from administrators. The first Forum will take place in early January.
 - Development of a Qualification and Selection Committee (QSC) Guide
 - Collaborate with other County agencies for Procurement cross-agency training to maximize resources.



Quantitative Data Analysis: Department Ratings: Human Resources



Quantitative Data Analysis: Department Ratings: Management and Budget



Discussion: Office of Management and Budget

- **What changes did you implement to positively impact your County employee customer service?**

IT Improvements

- Developed prototype for first ERP data warehouse including reports and projection tools for quarterly analysis and expenditure monitoring
- Modified existing financial switchboard tool to provide faster data access
- Implemented new method for reflecting slippage for CIP SAG consideration, resulting in PDF data that more accurately reflected expected spending patterns as requested by departments
- Added requested reports for CIP Submission system users
- Fully automated CIP PDF small map files saving departments time
- Modified BASIS system to provide easy access to overtime data and to reduce duplicate workforce and net to gross data entry and errors
- Developed POR tracking database to facilitate improved tracking of POR review work
- Created an on-line submission system for non-profit organizations to apply for community grants.



Discussion: Office of Management and Budget

- **What changes did you implement to positively impact your County employee customer service?**

IT Improvements

- Provided early notification of budget deadlines.
- Conducted departmental training on OMB's processes and budget-related data systems
- Facilitated implementation of the new WEBADI budget changes tool.
- Communicated CE priorities and CIP project submission limits early
- Worked with DGS and DOT to develop Council-requested Estimated Schedule field on the PDF
- Improved staffing for BPREP Help Desk function.
- Coordinated encumbrance liquidation and procurement exemption efforts closely with Procurement and Finance to maintain good communication and quick responses to departments
- Detailed OMB staff to departments to assist with budget preparation, administration, and to provide training
- CountyStat staff detailed to OMB to enhance understanding and coordination of CountyStat and OMB mission and processes.

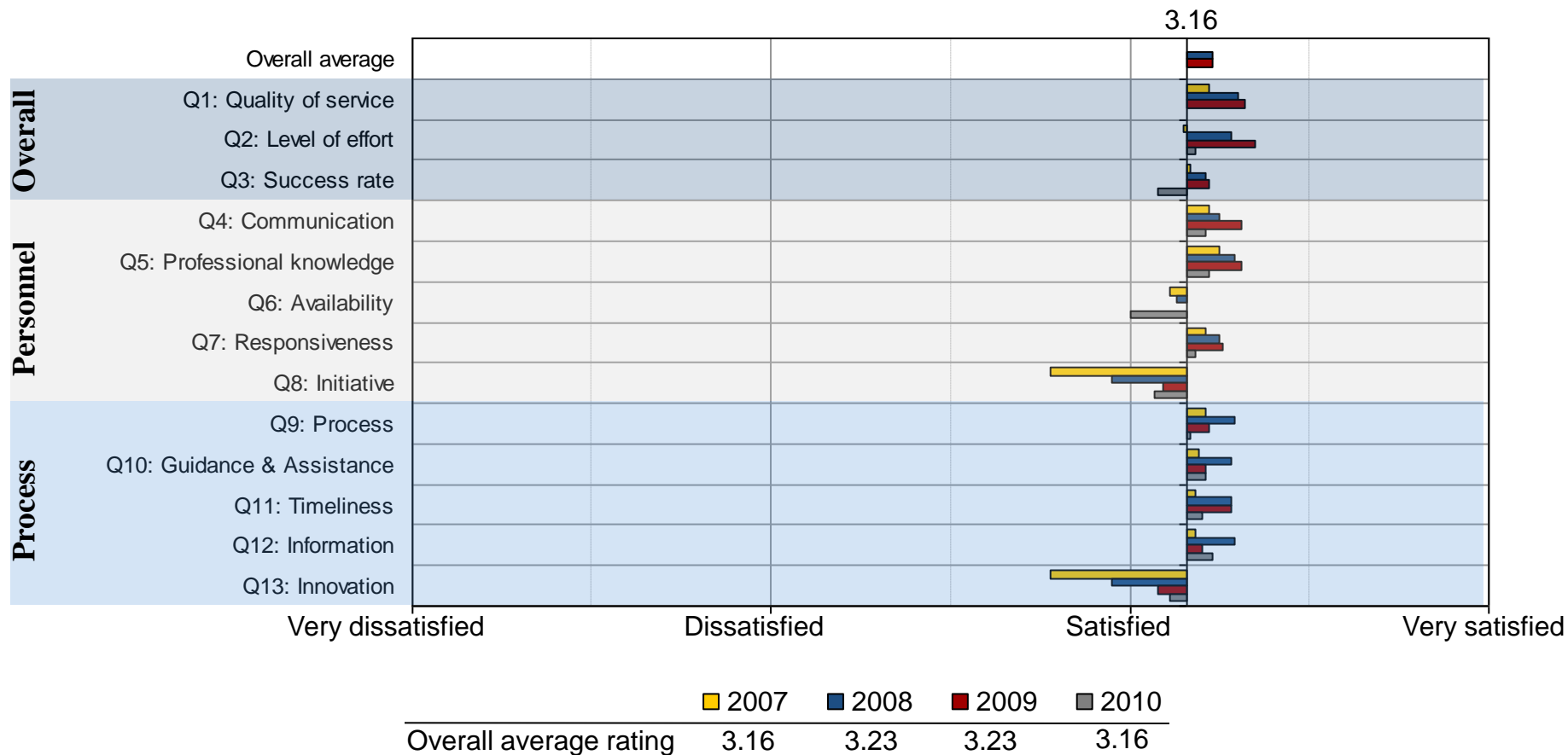


Discussion: Office of Management and Budget

- **Where did you have the most success?**
 - The ERP data warehouse GL data tool was a welcome tool for departments who were struggling to get consolidated data out of the ERP
 - BPREP Help Desk staff received consistently high praise for their service
 - Detailing assignments resulted in better understanding and coordination between OMB and departments.
- **Which of these best practices do you think could be adopted by other Departments to improve their performance?**
 - Use training as a means to avoid problems (i.e. grants training)
 - Look for automation opportunities
 - Question whether existing procedures need to be maintained
- **Where will you focus your attention over the next year?**
 - **ERP**
 - Involving users in design and testing
 - Developing related procedures prior to rollout
 - Training staff to address users' questions
 - **Communication**
 - Early alert on information needs and fiscal information
 - **Coordination**
 - Continuing efforts to refine the link between performance and budgeting decisions
 - **Process**
 - Modifying the budget process to reflect a greater emphasis on results/outcomes e.g. Cluster meetings



Quantitative Data Analysis: Department Ratings: Public Information



Discussion: Public Information Office

- **What changes did you implement to positively impact your County employee customer service?**
 - In addition to keeping employees and the public informed during the unprecedented winter blizzards, summer storms and frequent power outages this past year, the Office of Public Information also assisted other departments and agencies with public relations and web design work that they are no longer able to have done under contract as the result of departmental budget constraints.
 - As the result of integrating social media into the Office of Public Information's regular communications, there has been a significant increase in contacts developed, which improves the office's ability to reach large numbers of people directly and immediately.
 - The office initiated a series of meetings during the year with other departments and agencies to explain and promote the new MC311 service and seek feedback on how it is working so that special challenges can be addressed.
 - The Office of Public Information also initiated and promoted more County web pages during the year to educate employees and the public about important issues such as the 2010 Census, Pedestrian Safety, MC311, the Emergency Medical Services Transport Fee, the Employee Giving Campaign and seasonal flu information.



Discussion: Public Information Office

- **What changes did you implement to positively impact your County employee customer service?**
 - Public Information also significantly improved its own web pages by including more information about the office's services and direct contact information for staff.
 - Proactive communications and active participation in business processes
 - Driving to consistent highest service levels possible despite fiscal issues
 - Integral participation in key projects / departmental IT initiatives
 - Continued development of IT resources

- **Where did you have the most success?**
 - The Office of Public Information has had the most success educating the workforce about important issues and County programs and services.
 - This includes initiating and coordinating press interactions with various departments and agencies to ensure maximum positive coverage of County programs and services using free media – which is particularly valuable in this era of severe budget constraints.



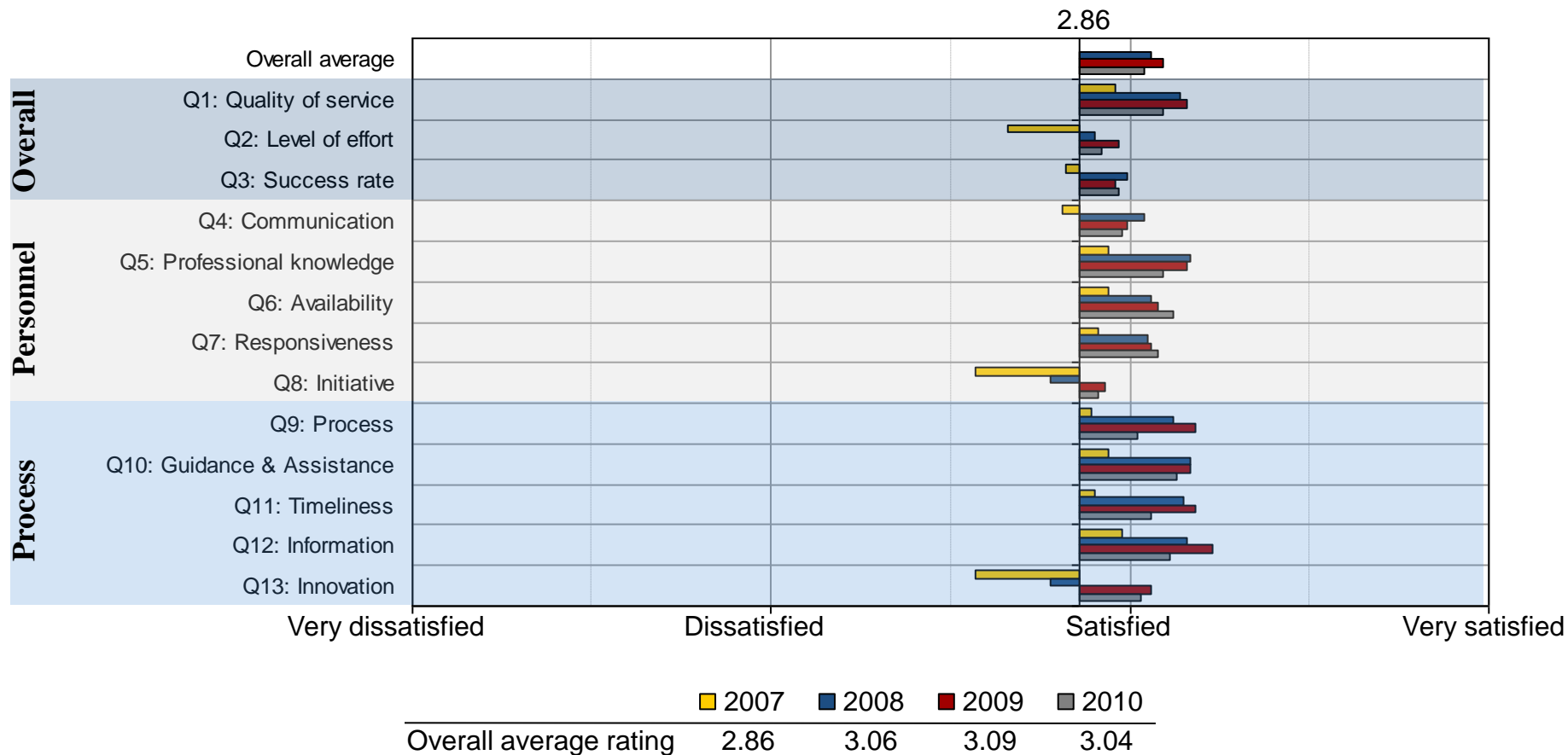
Discussion: Public Information Office

- **Which of these best practices do you think could be adopted by other Departments to improve their performance?**
 - The Office of Public Information staff works hard to be efficient and effective and helpful, and that means taking raw information from other departments and agencies and initiating and handling media relations, graphics and cable television projects for them.
 - Other departments could improve their services by doing the same – using their own expertise to help others who do not have the same level of experience in such matters as RFPs and contracts, budget submissions and human resources procedures.

- **Where will you focus your attention over the next year?**
 - The Office of Public Information will continue to promote the County Executive's initiatives for building for the future, and will address the many fiscal challenges that face this County. Staff will continue to work closely with departments and agencies to assist them in communicating well with their own customers about changes in programs and services



Quantitative Data Analysis: Department Ratings: Technology Services



Discussion: Technology Services

- **What changes did you implement to positively impact your County employee customer service?**
 - Application Improvement Support to Aid in Business Efficiencies
 - Implementation of Social Media Alternatives
 - Improvements to Security Education and Tools (Incl. CBT)
 - Improvements to Imaging solutions
 - DTS Restructuring
 - Critical Resource Re-Alignment
 - Focus on Executive Mission – Business Priorities Sustainability
 - Improvements to IT Project Management Support
 - Scorecard Methodology Education
 - Intake Process Schedule Improvements
 - Detailed Expert Evaluations
 - Project Tracking Dashboard
 - More Frequent Updates and Communications
 - Input and Direction from IPAC



Discussion: Technology Services

- **Where did you have the most success?**
 - Workforce Re-Alignment
 - Minor Changes to Service Levels
 - Priority Activities Addressed in Timely Fashion
 - Active Participation
 - Project Management Office
 - Work Intake and Evaluation
 - Improved Communications on Project Submissions
 - Enterprise Solution Alignments
 - Policy Process and Communications
 - Social Media Policy Development
 - Portable Security Policy Enacted
 - Infrastructure Stability
 - Leveraging Virtual Environment
 - Sharing Open Source Capabilities
 - Minimizing Outages from Aging Equipment



Discussion: Technology Services

- **Which of these best practices do you think could be adopted by other Departments to improve their performance?**
 - Active Engagement and Communications
 - Expanded use of Social Media to Develop Feedback
 - Public
 - Internal Clients
 - Project Management – Apply Consistent Methodology
 - Shared Services Solutions
 - Enterprise Systems Engagement
 - Resource Sharing Opportunities
 - Business Process Evaluation
 - Investment in Technical Solutions for Efficiencies
 - Jettison Low Value Processes / Systems



Discussion: Technology Services

- **Where will you focus your attention over the next year?**
 - Accurate understanding of Mission and Department objectives requiring core technology support
 - Continue DTS / Departmental Communications
 - Organizational IT Governance and Policy Collaboration
 - Major Business Enhancements
 - ERP Phase IB
 - Public Safety Systems Modernization
 - Health and Human Services Modernization
 - IT Transformation Initiatives
 - Cross Agency Recommendations
 - Operational Strategic Changes (Org. Reform Commission)
 - Expansion of Shared Services (PEG, Video, Fibernet, Voice)
 - Operations Sustainment and Continuity
 - Continued Online Training Opportunities
 - Monitor Projects and Programs Effectively
 - Dashboard Use and Expansion
 - Thorough IT Reviews on Project Submissions



Wrap-up

- **Confirmation of follow-up items**
- **Time frame for next meeting**



Appendix: Quantitative Rating Scales Explained

- **The quantitative data presented on the following slides is organized into three distinct sections: Overall ratings, Personnel ratings, and Process ratings.**
 - Data is organized in a format that provides all department and program scores for each question together.
 - The question being analyzed is presented in the exact form it was asked in the survey.
- **Averages were derived by giving each of the four possible responses a corresponding numeric value.**
 - The most negative response was given a value of 1, the most positive response a value of 4.
 - “Not applicable” responses were given a value of zero and were not included when calculating average ratings.
 - Responses to each question for each service area were summed and then divided by the number of respondents to that question resulting in an average score that falls somewhere between 1 and 4.
 - The vertical axis on all graphs is positioned at 2007’s average value.



Appendix: Quantitative Data Analysis

Department Ratings

- **The quantitative data presented on the following slides is organized in a format that provides all service area scores for each question together.**
 - The overall average score for the service area across all twelve questions is shown first followed by average scores for each of the twelve questions.
 - The twelve questions are listed by their general topic and grouped by category: overall ratings, personnel ratings, or process ratings. The exact wording of each question is contained on slide 7. The averages for all questions are shown against a satisfaction scale.
- **Averages were derived by giving each of the four possible responses a corresponding numeric value.**
 - The most negative response was given a value of 1, the most positive response a value of 4.
 - Responses to each question for each department were summed and then divided by the number of respondents to that question resulting in an average score that falls somewhere between 1 and 4.

